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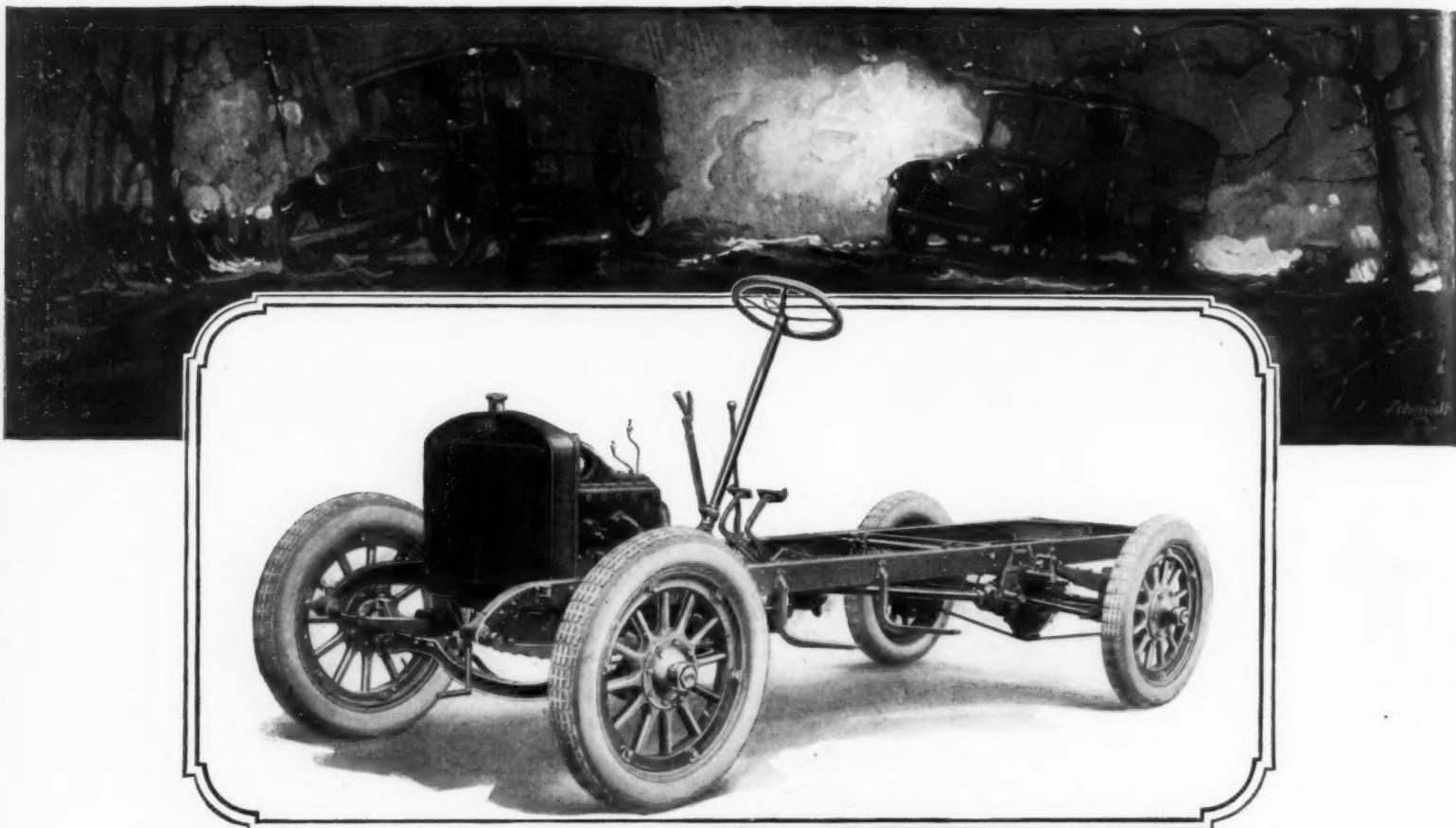
A. S. BURLESON,
Postmaster General.

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Brother Cops



One Government Act Tells the GMC War Story

One Official act of the United States Government tells in the simplest way the outstanding story of GMC trucks in war.

When the War Department sought to solve the problems growing out of too many models in motor transport, standardized truck sizes resulted.

Where no commercial model could be found to fit the exacting requirements, government specifications supplied the lack.

When it came to the $\frac{3}{4}$ -1 ton truck there was a commercial chassis ready-built.

It was the GMC Model 16.

It had already been proved in ambulance service on the Mexican Border.

It had served the Allies ably in ambulance work before the United States entered the war, and was selected by the Medical Department in anticipation of the United States joining the Allies. Thousands were subsequently purchased for ambulance service.

Later in the war, when the Government decided to select a truck chassis to be adopted as Class "AA" for all military purposes, this GMC Model 16,

strictly on its merits, in competitive tests, in the hands of Government officials, and subjected to the most exacting trials, made a perfect score, and it became the official Government standard—picked as it stood.

Because of the enormous Government demand our production on this model had reached the point at the close of the war which now enables us, by continuing full speed ahead, to offer the trade this same model at our pre-war price of \$1,495, a reduction of \$280.

This is the truck that made good in France, Belgium and Italy in the days of battle; and it will continue to make good in peaceful pursuits.

This history-making Model 16 is but one of six good trucks built in the GMC factory; every one of which has equally as good a record—even though less spectacular—in more than two hundred lines of business—prices reduced on all models.

GENERAL MOTORS TRUCK COMPANY
Pontiac, Mich.

Branches and Distributors in Principal Cities

(435)

GMC TRUCKS

Why My Memory Rarely Fails Me

and how the secret of a good memory may be learned in a single evening

By DAVID M. ROTH

NOTE: When I asked Mr. Roth to tell in his own words, for nation-wide publication, the remarkable story of the development of his system for the cure of bad memories, I found him reluctant to talk about himself in cold print. When I reminded him that he could do no finer service than to share his story with others—just as he is sharing his method for obtaining a better memory with thousands who are studying his famous Memory Course—he cordially agreed to my proposal. And here is his story.—President Independent Corporation.



DAVID M. ROTH

FIFTY members of the Rotary Club were seated in the banquet hall of the Hotel McAlpin in New York. I was introduced to each member in turn, and each gave me his telephone number and told me his occupation. An hour later, after they had changed seats while my back was turned to them, I called each man by name, gave his telephone number and named his occupation, without a single error.

The following evening, in the office of a large business institution, I asked the president of the concern to write down fifty words, numbers and names, and to number each item. An hour later I called out each item, and gave the number opposite which it had been written.

At another time I glanced at the license numbers of a hundred and five automobiles which passed. These numbers were written down by witnesses, in the order in which the cars passed. Later I called each number correctly and gave the order in which the numbers went by.

From Seattle to New York I have appeared before salesmen's meetings, conventions, and Rotary Clubs giving demonstrations of my memory. I have met over 10,000 people in my travels. Yet I am quite sure I can call nearly every one of these men and women by name the instant I meet them, ask most of them how the lumber business is or the shoe business or whatever business they were in when I was first introduced to them.

People wonder at these memory feats. Hundreds have asked me how I can store so many facts, figures, and faces in my mind, and recall them at will. And they are even more mystified when I explain that my memory used to be so poor I would forget a man's name twenty seconds after I met him! In fact that was what led me to investigate and study the cause of poor memory and the remedy. For years I read books on psychology, mental culture, memory and other subjects. All of these books were good, but none of them was definite or easy enough. So I labored until I found out *what it was* that enabled me to remember some things while I forgot others. Finally I worked out a system that made my memory practically infallible.

I explained my system to a number of friends and they could hardly believe it possible. But some of them tried my method and invariably they told me they had doubled their memory power in a week. They got the method the first evening and then developed it as far as they cared to go.

The principles which I had formulated in improving my own memory were so simple and so easy to apply that I decided to give my method to the world.

At first I taught my memory system in person. My classes, in Rotary Clubs, banks, department stores, railway offices, manufacturing plants and every kind of business institution grew amazingly in size and number. Memory teaching became my sole profession, and a wonderful experi-

ence it has been all the way from Seattle to New York City.

I soon realized that I could never hope to serve more than a small fraction of those who needed my memory system and were eager to take it up unless I put it into a home-study course which people could acquire without personal instruction.

The Independent Corporation, whose President, Mr. Karl V. S. Howland, had become interested in my work as a member of my Rotary Club class in New York, saw the large possibilities of my Course as an element in their broad program for personal efficiency and self-improvement.

So it was my pleasure to join forces with this great publishing house, and the Roth Memory Course, in seven simple lessons, was offered to the public at a price of \$5 (correspondence courses having been sold hitherto at anywhere from \$20 to \$100).

No money in advance was to be asked, the idea being that the Course must sell itself purely on its merits.

As you have doubtless observed, an extensive advertising campaign was launched by my publishers with full page announcements in all the leading periodicals of the country and in many leading newspapers.

This campaign has continued without a let-up and with ever growing momentum.

From the very start this advertising became successful. The idea spread. Orders came in from everywhere. Edition after edition of the lessons was printed and still thousands of orders could not be filled.

The promise was made that the Course would improve any man's or woman's memory in one evening. And it did! Letters of praise began to pour in almost as fast as the lessons were shipped—and have kept up ever since in a veritable flood.

For example, Major E. B. Craft, Assistant Chief Engineer of the Western Electric Company, New York, wrote:

Last evening was the first opportunity I had to study the course, and in one sitting I succeeded in learning the list of 100 words forward and backward, and to say that I am delighted with the method, is putting it very mildly. I feel already that I am more than repaid in the real value and enjoyment that I have got out of the first lesson.

Read this letter from Terence J. McManus, of the firm of Olcott, Bonyng, McManus & Ernst, Attorneys and Counsellors at Law, 170 Broadway, and one of the most famous trial lawyers in New York:

"May I take occasion to state that I regard your service in giving this system to the world as a public benefaction. The wonderful simplicity of the method, and the ease with which its principles may be acquired, especially appeal to me. I may add that I already had occasion to test the effectiveness of the first two lessons in the preparation for trial of an important action in which I am about to engage."

McManus didn't put it a bit too strong. And here is just a quotation from H. O. (Multigraph) Smith, Division Manager of the Multigraph Sales Co., Ltd., in Montreal:

Here is the whole thing in a nutshell: Mr. Roth has a most remarkable Memory Course. It is simple, and easy as falling off a log. Yet with one hour a day of practice anyone—I don't care who he is—can improve his memory in a week and have a good memory in six months.

Then there is the amazing experience of Victor Jones, who increased his business \$100,000 in six months. And there are hundreds and thousands of others who have studied the Course and who have secured greater benefit from it than they dreamed possible.

Perhaps the main reason why my method is so successful is because it is so ridiculously simple. You get the method of obtaining an infallible memory in one evening—in the very first lesson. Then you develop your memory to any point you desire through the other six lessons. There are only seven lessons in all. Yet the method is so thorough that your memory becomes your obedient slave forever. And instead of being hard work, it is as fascinating as a game. I have received letters from people who say the whole family gathers round the table for each lesson!

Men and women from coast to coast have thanked me for having made it so easy for them to acquire an infallible memory. As one man said:

Memory and good judgment go hand in hand. Our judgment is simply the conclusions we draw from our experience, and our experience is only the sum total of what we remember. I now store away in my mind every valuable fact that relates to my business, whether it is something I hear or read, and when the proper time comes I recall all the facts I need. Before I studied the Roth Course it took me three times as long to gain experience simply because I forgot so many facts.

And how true that is! We say of elderly men that their judgement is "ripe." The reason it is ripe is because they have accumulated greater experience. But if we remember all the important facts we can have a ripened judgment 15 or 20 or 30 years sooner!

Thousands of sales have been lost because the salesmen forgot some selling point that would have closed the order. Many men when they are called upon to speak fail to put over their message or to make a good impression, because they are unable to remember just what they wanted to say.

Many decisions involving thousands of dollars have been made unwisely because the man responsible didn't remember all the facts bearing on the situation, and thus used poor judgment. In fact, there is not a day but that the average business man forgets to do from one to a dozen things that would have increased his profits. There are no greater words in the English language descriptive of business inefficiency than the two little words, "I forgot."

My pupils are gracious enough to say that nothing will make that fatal phrase obsolete so quickly as the memory system it has been my good fortune to evolve.

Mr. Roth has told his story. It now remains for you to turn it into dividends. This will happen, we are sure, if you will spend the fraction of time it requires to send for his complete Course on absolute approval.

After a few hours spent with the Roth Memory Course the fear as well as the tragedy of forgetting should be largely eliminated. You will obtain a fascinating new sense of confidence and power.

Not only that, but you will have a sense of freedom that you never felt before. You will be freed of the memorandum pad, the notebook, and other artificial helps to which most of us are slaves.

So confident is the Independent Corporation, the publishers of the Roth Memory Course, that once you have an opportunity to see in your own home how easy it is to double, yes, triple, your memory power in a few short hours, that they are willing to send the course on free examination.

Don't send any money. Merely mail the coupon or write a letter and the complete course will be sent, all charges prepaid, at once. If you are not entirely satisfied send it back any time within five days after you receive it and you will owe nothing.

On the other hand, if you are as pleased as are the thousands of other men and women who have used the course, send only \$5 in full payment. You take no risk and you have everything to gain, so mail the coupon now.

FREE EXAMINATION COUPON

Independent Corporation

Publishers of *The Independent Weekly*

Dept. R 12 119 West 40th Street New York

Please send me the Roth Memory Course of seven lessons. I will either remail the course to you within five days after its receipt or send you \$5.

Name _____

Address _____

Leslie's 2-22-19

WHAT MAKES VALUE in A MOTOR TRUCK

A TRUCK yields so much performance for so much money—price plus operating cost. What it can do, how long it can do it, how dependably, at what cost, *alone* determine its value, into which enter five factors to be carefully considered by every purchaser. These are:

Record and Performance

WHAT a truck can do is measured by what it has done, in work accomplished and length of service. Where comparative cost records are properly kept, single unit White installations grow into fleets. In mixed fleets, White equipment is uniformly selected for the hardest task.

The Maker

EVERY truck needs a sponsor, a maker whose name is a guarantee of honest, efficient manufacture, whose policies and resources assure that he will be here to stand back of his product *permanently*. The importance of this is apparent when you consider how few makers survive in any line of manufacture.

The White Company is financially sound. It has been building highest quality motor vehicles for eighteen years, and holds a manufacturing position second to none.

The Factory

THE White factory is one of the largest in the industry and is so modernly equipped that a very large volume of output is obtained per unit of labor. Thus the

purchaser receives value fully commensurate with his investment.

Truck Experience

THE White Company sells not merely trucks. It sells efficient transportation. It *knows how* to install the kind and size of equipment for a given task, can adjust the truck installation to keep step with the business. It has knowledge gained by years of experience with many thousands of trucks in all lines of trade—an asset of the greatest importance to the purchaser.

Service Facilities

TO get maximum earnings out of a truck, it must be *kept going*, and this can be assured only by resourceful and convenient service to the owner.

The White Company has covered the country with facilities for quick and complete service—plants, spare parts and field organization. It required years to build up. No new manufacturer can do this; no small manufacturer can afford it.

The purchaser of White Trucks secures motor transportation at the lowest cost, expertly installed and permanently protected.



THE WHITE COMPANY,
CLEVELAND

FEB 20 1919

COD 426619 ✓

22, 1919



Leslie's Illustrated Weekly Newspaper

JOHN A. SLEICHER,
Editor-in-Chief
CONKLIN MANN, Managing Editor

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WHEN Irving Bacheller made his diagnosis of the sense of the world and described it as being divided into preferred and common he uttered a great truth.

Much has been done to retire from the market the preferred sense of the world by overcoming the military despotism of the Central Powers. We must not imagine, however, that that has ended preferred sense. Thoughtless men are trying to float it upon the market again under the guise of common sense.

The reign of terror in Russia is as bad as despotism, and if continued may become worse than despotism. Thoughtful people are beginning to understand that liberty without the safeguards of law and order is only license and that democracy without organized self-control is only demagogery.

These are not hours for wild and unrestrained conduct upon the part of any American citizen. The lesson of the war should be the elimination of classes. If the oppression by the lords and gentry of the bourgeois is to be followed by oppression at the hands of the proletariat—that is only change; it is not progress.

No More Classes

From this time forward in the American Republic, if we are to have prosperity we must have no classes. The measure of the man must be not what he does; rather must it be the spirit in which he does his life work.

There never was so fine an outlook for the prosperity of a people as that which confronts the Republic today if it shall only receive the thoughtful consideration of American citizens, and shall not be spoiled by the blind prejudice of class antagonism and class distinction.

The whole Republic ought to flourish, not only with prosperity, but also with added grandeur, and men ought, each and all, to have the largest opportunity ever afforded for individual success, honestly and honorably attained.

But the wiping out of preferred sense and of classes in the American Republic ought to add something to the effort of the individual beyond mere personal preference. It ought to add the spirit of service, of comradeship and of good-will. It ought to disclose that peace, friendship and good-will with a thousand a year are far more valuable to any man than enmity, hatred and turmoil with even hundred thousand a year.

The welding of the people into a homogeneous whole must result in many having more and many having less than they had in the old days. So, whatever anyone may think about it from the legal or ethical standpoint, from the standpoint of wisdom, the brotherhood we preach and the democ-

acy which we laud command us not to hire our brother man as though he were a beast of burden or a mere machine, but to hire him as a son of the self-same God, who is entitled for honest work to honest pay, a good, clean livelihood and many luxuries.

Prices are not coming down in America. The manufacturer who is halting upon the theory that the bottom is going to drop out of raw material will find the bottom out of his business before it is out of raw material. The retail merchant who is waiting until he can purchase cheaper goods will have his store closed by the sheriff

and no way to get the cheaper goods upon his shelves. The man who has denied himself and stinted himself during the period of the war and is now husbanding his resources upon the theory that prices are going to take a tumble may succeed in washing his shirt into shreds before he can buy a much cheaper one.

We were an intensely loyal and patriotic people during the war. Let us go ahead on the present basis—the manufacturer continuing to manufacture, the retailer continuing to buy, the citizen continuing to use. Let labor have its fair and honest reward. And if in a brotherhood, such as we describe, there shall be a few turbulent souls who want to strike down law and order, then let this brotherhood arrest, try and execute any who may murder, under the false theory that he is helping, the onward progress of mankind.

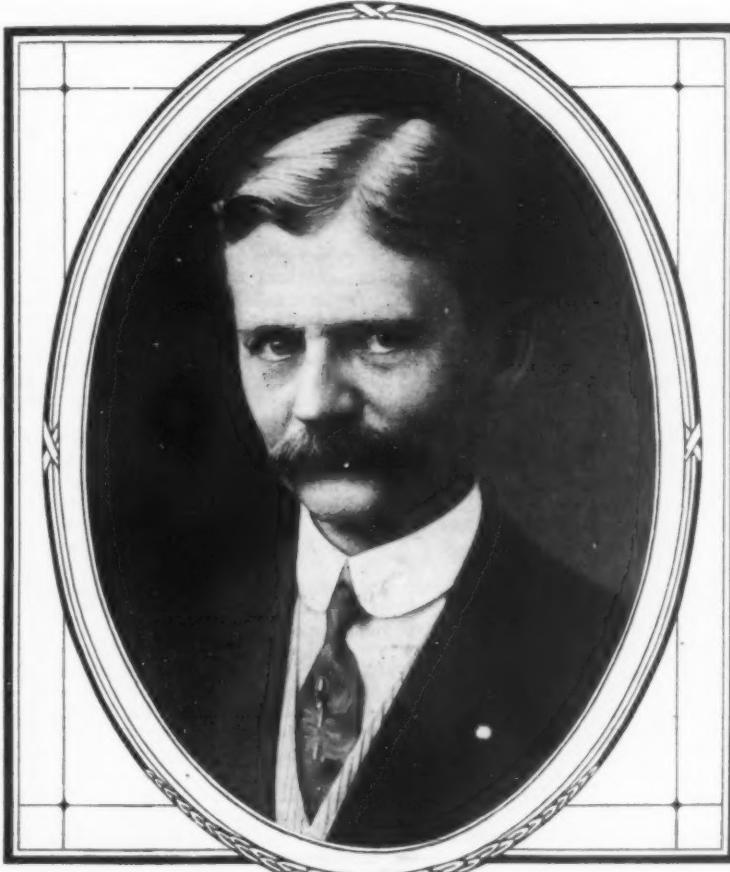
No people ever faced a stricken world with such great opportunities for individual and general prosperity as do the American people. Are we about to fritter our opportunities away in a contest over an additional one per cent. return upon capital or an additional twenty-five cents a day to labor?

Prosperity for All

It is a mad world, my masters, but so thoroughly am I imbued with the spirit of equality, fraternity and good-will existing among law-abiding citizens in America, that I shall be sorely disappointed if the common sense of the American people does not produce great prosperity upon the only safe platform for republic—each for all.

To gain this much-to-be-desired prosperity, it goes without the saying that individual sacrifices must be almost universally made. But we shall indeed present a sorry spectacle to the historian if we shall prove to be a people with such a strange fiber in our make-up that all were willing to sacrifice in the hour of war everything for the common good and none was willing to sacrifice anything in the hour of peace for common prosperity.

EDITOR'S NOTE.—*Everywhere in the civilized world social unrest, fomented by the most extreme radicals, threatens to undo the work of centuries and hurl our institutions, conceived and developed by the brains of man for the good of man, into the discard, to be replaced by the emotional and selfish whims of masses of the illiterate and irresponsible. At such a time it is the duty of every responsible person, conservative, liberal and radical alike, to safeguard the world's future by broad and generous deed and counsel. LESLIE'S will present regularly the views of leaders in public life and thought on the social, political and economic changes in the world's life.*



VICE-PRESIDENT THOMAS R. MARSHALL

EDITORIAL

"Stand by the Flag: In God We Trust"

A New Vision

EVERYBODY is talking about the new social and economic order that is to come about as the result of the war. In creating the new order there are just two main forces at work—the one Bolshevism, the other cooperation. Russia has tried the first, and while the Bolshevik propaganda is active in all countries, there is little likelihood that any people, with the example of Russia before them, will turn themselves over to the tender mercies of the Bolsheviks. The history of man has no other picture of plunder, oppression, murder and economic inefficiency to place beside the Bolshevik régime in Russia. Things will not be the same after the war. Either there will be anarchy and chaos, or there will be a better understanding among men. We believe in the latter. Governor Capper, Senator-elect from Kansas, depicts felicitously the results of this better understanding the world over. Says he:

Here in America I expect to see it stop our frequent and costly strikes, and be the means of putting the anarchist agitator out of a job because he will have nothing to rave over. This will come because "Over There" the son of the millionaire and the son of the carpenter were fighting and bleeding side by side, first the one and then the other risking his life to save his comrade, wounded in No Man's Land. Out of this struggle they are coming back with a new vision, a vision of the real man who has been found beneath the grime of labor and the polish of the college. And these comrades in arms to-day will be themselves in arms after the war is over, understanding one another as never before; they will strike hands together, work together, each for the other, and each for all, and a saner democracy will follow and the real brotherhood of man under the fatherhood of God will rule the Nation.

This new spirit of cooperation has been growing for a long while in the United States. It was shown by the Government when it called in captains of industry of the type of Charles M. Schwab, A. C. Bedford, Bernard M. Baruch and scores of other leaders in industry and finance to help solve the problems of war. In the same way Henry Davison, of J. P. Morgan Co., was called to head the Red Cross, Thomas W. Lamont, of the same banking firm, sent to Paris to represent this country in financial questions before the Peace Conference, while the Democratic Governor of New York has just appointed Brigadier-General Cornelius Vanderbilt to head a commission to work out an amalgamation of the New York Guard and the old National Guard of the State. These men were selected for these tasks because they were best fitted by training and experience to perform them, and the old prejudice against the captain of industry and man of wealth was not heard at all.

Governor Capper's "new vision" is going farther than most people realize. The workingman is finding his best friends among the great leaders of industry. The cooperative plan in the Colorado Fuel & Iron Company and that in the U. S. Steel Corporation and the National Lead Company, whereby employees may become shareholders, the closer association between employer and employee in the Standard Oil Company of New Jersey, the plan just announced by the Willys-Overland Company by which it will share its profits with its 10,000 employees are a few striking examples of this cooperative spirit. Our industrial leaders are doing more to solve the labor problem than all the labor agitators who keep their positions by stirring up strife and who tax the workingman's pay envelope for their own support.

The holiday greeting of Secretary of Labor Wilson, a former president of a miner's union, quotes from a letter from Labor Administrator Davies, appointed by the President's Mediation Commission, showing what splendid results had been achieved in the Arizona copper mines through the spirit of cooperation. Says Mr. Davies: "Arizona works on the open shop principle, with grievance committees selected by all the employees recognized and dealt with by the managers in all local matters. The creation of this substitute for a trade-union organization (which did not exist except in a minor way) by the President's Mediation Commission has materially helped toward peace, because these committees have served as safety valves that relieved the tension, now that they can go direct to the managers for a full, free and frank discussion without fear or favor. This elbow touch has helped also to eliminate some of the bitterness of the past as they come to a better understanding of one another."

"The new vision" of Governor Capper is becoming a new reality even before the men get back from the battle-fields. There can be no doubt, as he says, that those representing all grades of life who have been comrades in arms will come home and as comrades in industry help to

Back to the Fathers!

By CONGRESSMAN MARTIN DIES,
Dem., of Texas

I WISH the farmers of this country and the taxpayers of our land might have a return of the old Democratic and Republican theory that government is not created to support the people, but that it is a creature to be supported by the people. The great mistake we are making here now, my friends, is that we are practising hypocrisy upon the people. We are leading them to believe that the Government can support them and lift them by their boot straps out of their financial difficulties, when as honest men we should say to them that all that the Government can do is to protect their life and their liberty and tax them to support the Government. You have taken the fairest and best Government ever known among men and you are making it into the most despicable socialism. You will not help the people unless you tell them that the Government has but one duty to the citizen, and that is to protect his life and property and give him an equal and fair race in this world.

work out its problems. And when they do the malevolent shadows of Bolshevism will fade away into the obscurity from which they came.

Will Mooney Confess?

AGITATORS raised a quarter of a million dollars to defend the McNamaras, charged with dynamiting the Los Angeles *Times* building, but when it came to the trial, so clear was the case against them that they took the advice of their attorney and confessed. Thomas Mooney has been tried and convicted. Every possible appeal was made through the courts, but Mooney stands condemned to life imprisonment. Unlike the McNamaras he hasn't confessed, but has stoutly affirmed his innocence of the San Francisco Preparedness Parade outrage.

Mooney says he has "more nerve" than the McNamaras boys. We have predicted that when he and his friends reached the end of their rope Mooney would then confess. Not yet have they reached the end of their resources. Certain elements of the I. W. W. have rallied to his support. A great defense fund has been created and a nation-wide strike is threatened to secure Mooney's release. When these have failed, then look for a confession.

The Sacramento (Cal.) *Bee* publishes affidavits of union laborites which confirms the justice of the pronouncements of the California courts in declaring Mooney to be guilty of murder. These sworn statements are based upon facts gained from Remedio Yturriago, an intimate associate of Mooney in his campaign of direct action against capital. Yturriago's statement was that Mooney "did the planning and construction of the bomb for the Preparedness Day explosion and that Billings set the suitcase in the street which exploded and killed the people."

Again, we predict that honest labor men will find they were deceived by Mooney as they were by the McNamaras.

Your Chance Now!

YOUNG man or woman, in shop or factory, running an elevator, taking tickets, keeping books, doing anything, now is your chance to get ready for promotion.

While so many around you are indifferent to their tasks, believing that other jobs are waiting for them, as they were during the emergency of war, prove your own worth by strict attendance to your duties, by courtesy to all about you and by fair consideration of the interests of your employer.

The time is coming when there will be more workers than jobs. Then your courtesy, your promptness and efficiency will put you at the head of the list, and insure your retention when the inefficient, discourteous and thoughtless are out on the street hunting for work. Fidelity to your task now will make your job secure.

Thoughtful workers are thinking about this.

Wake Up!

ALL over this country the rising tide against Bolshevism is spreading. It was denounced at the meeting of the Republican Party leaders, in Chicago, and business men in New England are organizing against it. The Union League Club of New York City has appointed a committee to take up the question of the best method of meeting this latest menace to civilization.

We concur in the declaration of Senator Borah that the American people are opposed to Bolshevism, and in the purpose of the resolution by Senator Walsh of Montana demanding an investigation of Bolshevism. We concur also in the declaration of Senator Borah that the American people are opposed to Bolshevism "whether it is in tatters and rags or whether it is clothed in broadcloth," and we second the motion of the senator that, when this Congress adjourns on the 4th of March, "every man in the chamber should volunteer to go to the rostrum and speak Americanism from every quarter of this nation and have a revival of faith in our republican institutions."

There ought to be no hesitation on the part of thoughtful men to express their sentiments regarding an organization that defies both God and man. Extraordinary as the statement may appear, this new form of anarchy finds defenders among some of our college professors and a few sensation mongers in our pulpits.

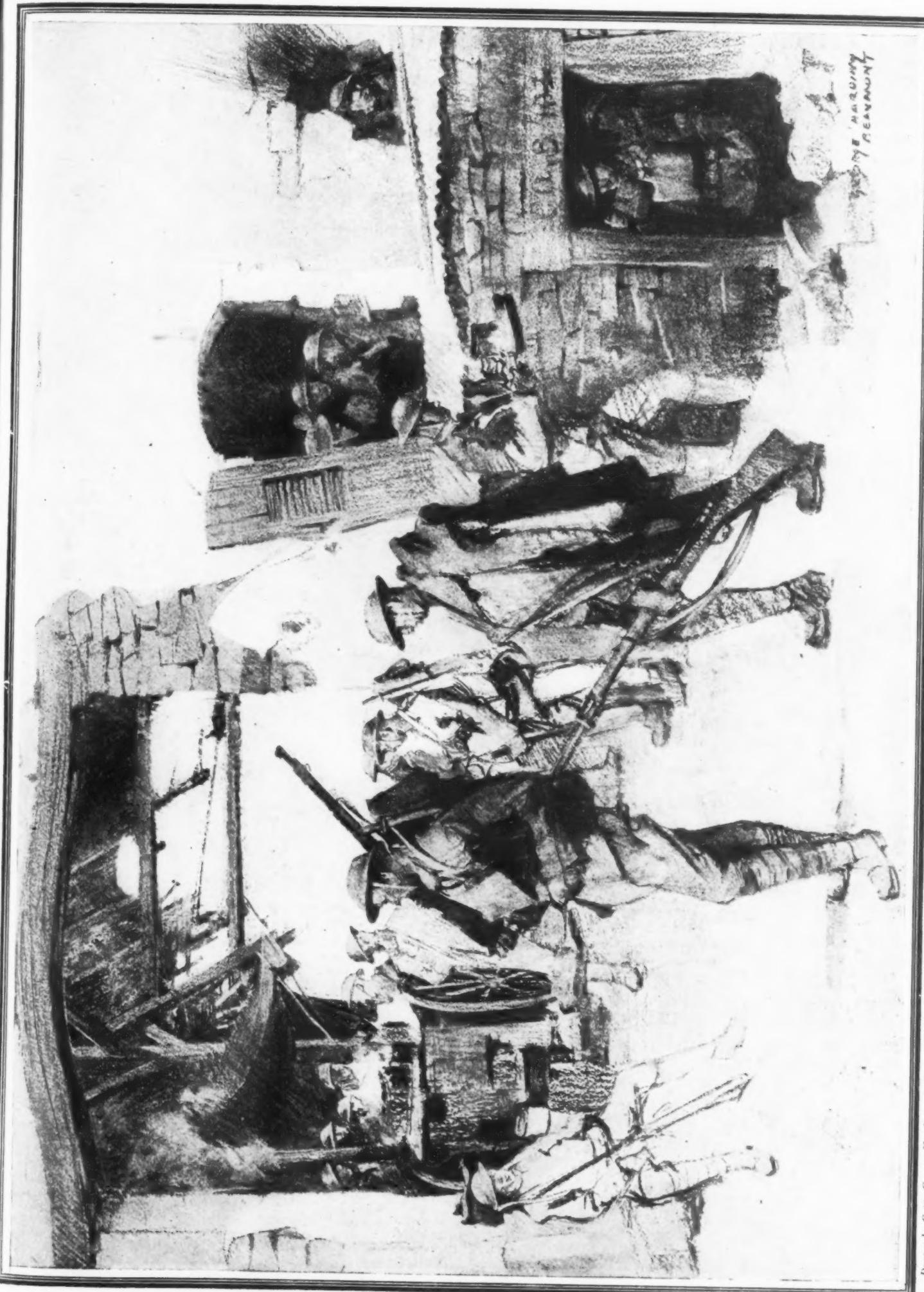
Turn them out!

The Plain Truth

RED TAPE! The United States Employment Service reports that under the present army plan of demobilization, soldiers who have jobs awaiting them are being held while those who are jobless, in many instances, are being released. Furthermore, the Government insists on sending a man with his unit to a post within 350 miles of where he was drafted, or enlisted, even if this takes him to San Francisco, when his home is in New York. The Government insists on his taking a free ride with the privilege of paying his way back to New York. This seems to be the quintessence of red tape, and it is not surprising that it has caused nationwide clamor against it. The navy follows a better system. Men eligible for discharge are asked to state whether they wish to remain in the service or to go, and if the latter, they are promptly released.

HOTELS! An impression prevails that the big hotels of the country are enormously profitable, but Mr. John McE. Bowman, President of the company which operates the largest hotels in New York City and whose statements are authoritative and reliable, says that the profits of our big hotels last year were very low and that high taxes struck a heavy blow at this legitimate industry. He fears that prohibition will strike another blow. He deplores the action of Postmaster-General Burleson in cutting down hotel charges for local telephone service, which is now being done at a positive loss. He says that, to meet war conditions and the varying conservation requests of the Food Administration, the whole method of operating hotels of the better class had to be revolutionized, and that they suffered in consequence. It will interest the public to know that the hotel industry is the fourth largest in the United States.

AWAKENING! The richest undeveloped section of this country is in the Southern States from Virginia to Texas. The extraordinary wealth of the oil discoveries in Texas and the riches of the iron fields of Alabama are but surface indications. Southern ports along the Coast and Gulf, including the magnificent port of New Orleans, must receive, in due course, a far greater share of our rapidly growing commerce. The South is awakening to a realization of its attraction as a land of promise for the immigrant and the investor. We find the highest expression of this sentiment in the address of Samuel D. Dobbs upon his inauguration as President of the Atlanta Chamber of Commerce recently. He demands a broadened viewpoint of business, return of the railroads to their owners, lightening of taxation and fair play for business interests. He strongly commends the advance note of Mr. John D. Rockefeller, Jr., in declaring that capital and labor "are partners, not enemies; their interests are common interests, not opposed; neither can obtain the fullest measure of prosperity at the expense of the other." The Atlanta *Constitution* says that Mr. Dobbs gives Atlanta "a new status in national and world affairs." He has done more. He has given the entire South a new status among thoughtful men.



Drawn by Capt. George Harding, A. E. F.

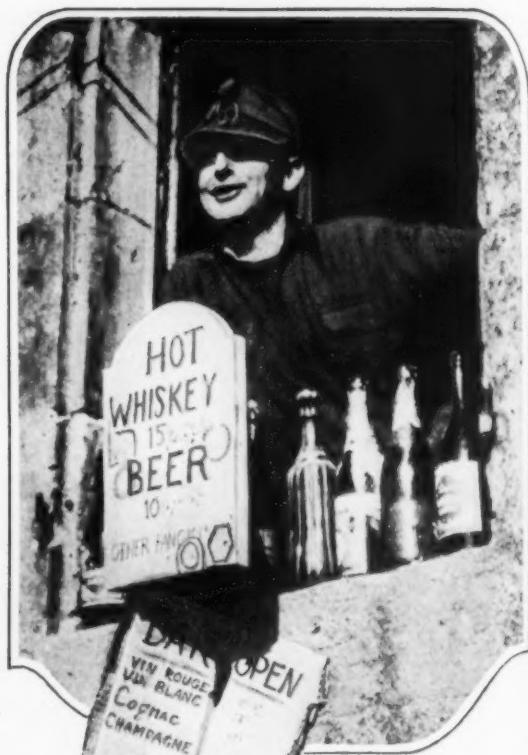
This is one of the pictures of our activities in France, made for the collection of the U. S. Government by George Harding, who with seven other illustrators was commissioned a captain in the Engineers' Reserve Corps

The Last Days in the Ardennes

Photographs by Lieutenant Edwin Ralph Estep, U. S. A. Signal Corps. Taken a Few Days Before His Death in Action. Copyright, Committee on Public Information



Men of the 307th Engineers picking "duds," hand grenades and shells from the road. Vehicles running over the roads are liable to jar them into concussion.



Bar is a barless town. Sergeant Hughey of the 305th Engineers has a little fun with the doughboys as they march through "barless Bar." As they passed with remarks and requests he advised them that the town had gone dry, in spite of the large array of bottles and signs.



Boche cabbage which never will have a chance to become sauerkraut. The noon rest hour came while an infantry regiment was plodding along the road running past the field.



A real front-line chaplain on the job. Lieut. the Reverend D. J. Lynch, 310th Infantry, on the line between Brignenay and Boult-Aux-Bois.



"Corner of 42nd Street and Broadway" during a rush toward the new amusement park "Little Germany." A shell, dropped on the retiring Huns, has damaged the wall at the right.

They Made Victory Possible



Rushing American troops to the field of battle. A fleet of transports and their convoy photographed from a British dirigible balloon which precedes the fleet on the watch for submarines.

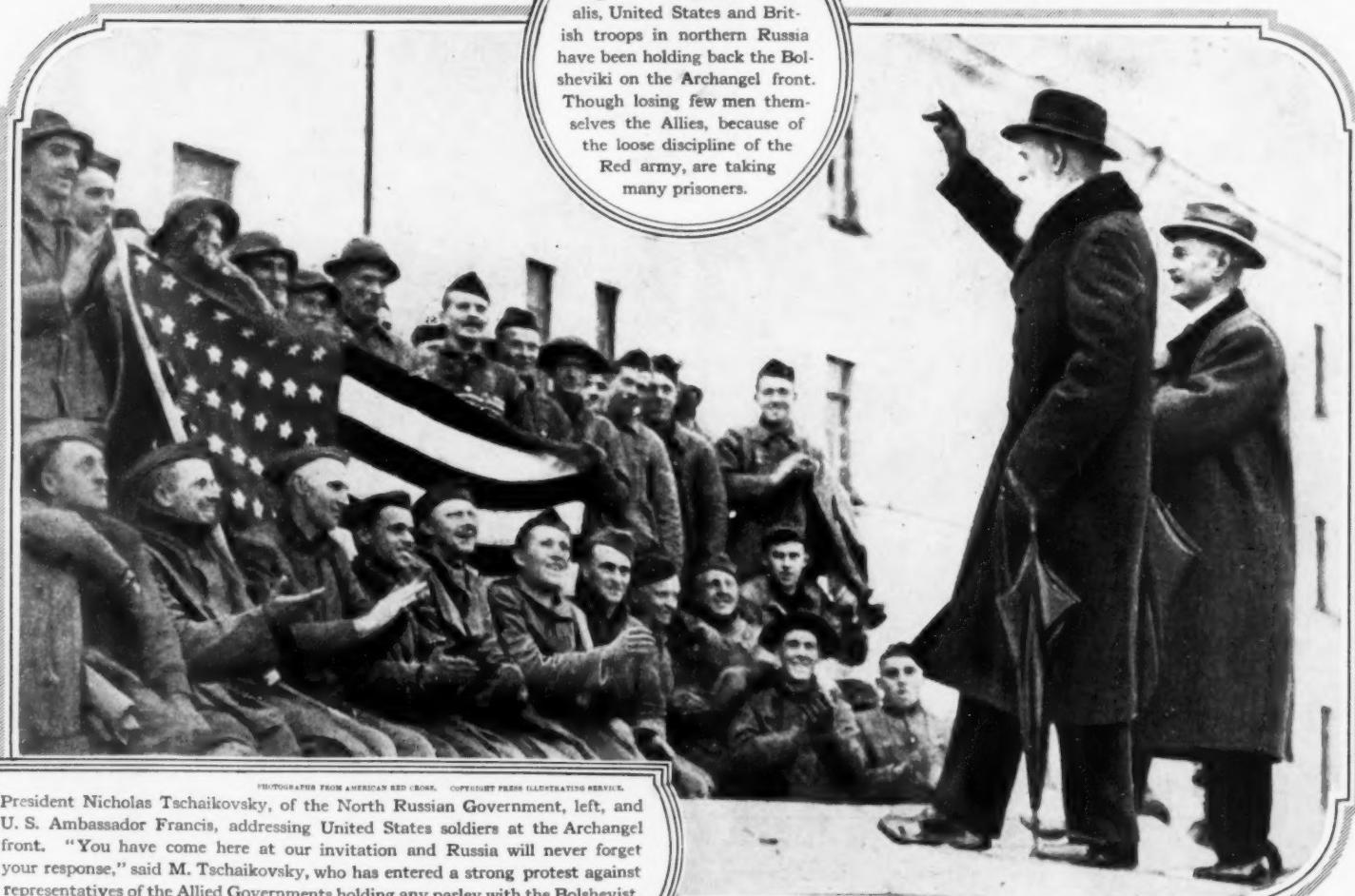


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An interesting formation of thirty American and French destroyers as seen from an airplane in the harbor of Brest. In the right foreground is the transport *La France*. This formation protects the destroyers greatly from attacks by submarines.

War in the Flare of Northern Lights



Fighting stubbornly under the light of the aurora borealis, United States and British troops in northern Russia have been holding back the Bolsheviks on the Archangel front. Though losing few men themselves the Allies, because of the loose discipline of the Red army, are taking many prisoners.



PHOTOGRAPH BY AMERICAN RED CROSS. COPYRIGHT PRESS ILLUSTRATING SERVICE.

President Nicholas Tschaikovsky, of the North Russian Government, left, and U. S. Ambassador Francis, addressing United States soldiers at the Archangel front. "You have come here at our invitation and Russia will never forget your response," said M. Tschaikovsky, who has entered a strong protest against representatives of the Allied Governments holding any parley with the Bolsheviks.

The Spartacide Revolt in Berlin



A gun which had formerly been used against the Allies firing on the Royal Palace in Berlin, where loyal Government troops were attempting to keep control during the recent revolt.

PHOTO INTERNATIONAL FILM SERVICE



Crowded trains returning from the front poured thousands of soldiers into Berlin, where they were welcomed as undefeated troops! Most of the returned men are loyal to the Ebert Government and were mobilized to put down serious Spartacide outbreaks in Bremen, Dusseldorf and other industrial centers.

Ebert, the man of the hour in Germany, who is determined that the counter revolution shall be suppressed. It was officially estimated that the damage resulting from the Spartacide uprising in Berlin amounted to \$10,000,000.



The Reichstag occupied by the Workers' and Soldiers' Council. Strange scenes have been witnessed in this historic building since the November revolution. In this room a lunch counter has been installed for the delegates and piles of bread can be seen stacked against the racks which formerly contained the records of the Imperial German Government.

Three Principles and a Nightmare

By M. K. WISEHART, Special Correspondent in Europe

EDITOR'S NOTE: Mr. Wischart formerly of the *New York Evening Sun* is in Europe for LESLIE'S studying the political and economic phases of reconstruction. His articles on conditions there will appear in LESLIE'S regularly.

THIS warmest welcome extended to President Wilson in Europe came from the Socialists. Whenever he spoke in the great labor centers of England and Italy his words were received amid the greatest enthusiasm, and gradually the idea is growing that his liberal policy if carried out will strangle Bolshevism. Today the prospects for a democratic peace are so good that the shrill clamor of the extremists is somewhat ludicrous.

From contact with popular leaders in France and England I would say it is plain the masses demand and will be content with the three vital principles which the peace negotiators will undertake to establish with good will and foresight:

First: (a) Avoidance of planting the conqueror's flag by provision for settling territorial questions on a basis of self-determination. Adequate reason for any exception to this principle. (b) Territories for which self-government is impossible to be conducted by some one nation under direction of a League of Nations for the benefit of the natives themselves.

Second: Organization of a League of Nations. In France and England the people understand by this term an arrangement by which the nations shall be ruled by international law and that a nation violating the sanctions of the League shall be punished by all the other members. Germany would not be excluded from this federation once she has redeemed herself by making financial reparation and giving satisfactory guarantees for the future. Meanwhile the League cannot be an idle body, such as The Hague Permanent Court of Arbitration, because the war has brought about an immediate need for the regulation of shipping, raw materials, food, steel, aerial navigation—an exigency that means the nations must come into close association upon a practicable basis of co-operation.

Third: The reduction of armaments and of standing armies as the League of Nations develops.

Thus by working out the democratic principles for which the nations endured four years of war, the Peace Conference will doom the chances of political and economic revolution in Allied countries and make certain of Germany's paying the just bill of reparation. The understanding of principles which will give, not nations or classes, but the people themselves, the benefits of victory, is the throttle upon Bolshevism.

On the other hand all men here, from International Socialists and near-Bolsheviks to members of the so-called ruling classes of France, England and the United States, agree that the Allied peoples are of such a tenacious resolution for the effective establishment by the Peace Conference of the principles already named that it would be indeed dangerous to thwart their desires. From a conservative point of view it is indeed fortunate for the Allies that the mass of people are so much under the sway of the Wilson program that the radical Socialist forces of Germany can get no response, even if they appeal to the people themselves to cut down the bill.

There are in France and England, just as there are in the United States, Bolshevik extremists who would welcome a peace settlement so reactionary that the people would rebel no matter what the cost to a world gasping for the orderly processes of industrial and commercial reconstruction. These groups have had their eyes fixed upon a world swept by revolution, overwhelmed by a Bolshevik nightmare. Those who still think in such terms are less aware of the intentions and discretion ani-

mating Allied statesmen than these statesmen are of the popular desires.

But Americans will fail to understand the liberal tendency of the Allied peace gathering if they overlook the fact that the governments have extremists to deal with as well as (to cite a French example) Socialists of the temper of M. Thomas and M. Rozier, editor of *France Libre*, both of whom have expressed confidence in the democratic outcome of the negotiations. While the extremists predict reaction, the moderate elements have the courage to induce their following to await the issue. Thus the settlement will either allay or aggravate the domestic situation in the Allied world. What forces of disintegration are behind the shrill extremist minority will not become apparent unless the Peace Conference fails to come to an agreement upon these principles. But recent events give a clue to the uncontrollable tendency of this minority.

The day before President Wilson's arrival in Paris Premier Clemenceau declined to authorize a demonstra-

tion to avoid violence, but what followed showed that Premier Clemenceau was right—the Socialists were not sure of control over their following.

A demonstration of workingmen and soldiers did organize to march past Prince Murat's house against the advice of their leaders. It is said they were organized to chant in unison: "We are with you against our own Government." Disorder broke out while the group was marching to the President's residence, fifty were arrested and the assemblage dispersed. The opinion expressed on this affair by radical Socialists, whose views are those of M. Longuet and M. Cachin, editor of *L'Humanité*, is significant:

"It simply shows that there may come a time when the Socialist leaders can't exert control if peace is not concluded on terms that mean no more wars. There might come a time when the proletariat will unite to take things into their own hands. That time is bound to come if peace is not made upon the principles proclaimed by President Wilson."

Now M. Longuet, a grandson of Karl Marx, a Deputy and the editor of the most radical daily, *Le Populaire*, is rapidly becoming the most commanding Socialist figure in France, either by virtue of or in spite of his extreme views. Actual warfare being over, the Socialists tend to unite upon the more radical program. For instance, I am informed that recently when M. Thomas, the strong pro-war Socialist and picturesque Minister of Munitions under the war-time coalition, was addressing a big mass meeting he was interrupted by a demonstration which followed the appearance of M. Longuet, and that M. Thomas was unable to recover his hold upon the assemblage.

The French Socialists count upon the great increase of strength of the British Labor Party in Parliament to strengthen their movement in France. M. Longuet has recognized the leadership of the British

Labor Party and the following statement from him is not important as a threat, but is significant as reflecting the dependence of the dominant radical movement in France upon the restless Labor Party in Great Britain:

"If the British workingmen should begin a general strike against an undemocratic peace settlement then the French workingmen will rise in sympathy."

It is plain that recently the British Labor Party and the French Socialists have sought to use the prestige and position of President Wilson for the achievement of their party convictions. But there is something more important than that to be remembered. When defeatism was being preached in the Allied countries the ideas and principles launched by President Wilson rallied the popular morale. There never was a clearer demonstration of the power of ideals and principles than the dramatic manner in which the masses took up the Wilson program in place of the ideal of national defense, which was somewhat outworn after three years of war.

Take the situation as it was in July. At that time the continuing mission of the American Socialist Democratic League—important as a sort of liaison instrument between the peace aims of President Wilson and the wavering morale of the working classes in Allied countries—was just arriving to renew its work in France and England. These men, Frand Bohn, Robert Rives La Monte and Louis Kopelin, found at that time discouragement prevailing among the working classes as was natural after four years of war, especially as the American push was only just beginning and no one was looking for the end of the war before 1919. The United States was at that time contributing two things of vital importance to victory. First, 10,000 soldiers and supplies were being landed every day; second, American diplomacy and propaganda were convincing the masses that

Continued on page 276



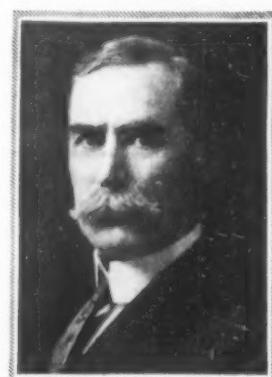
INTERNATIONAL FILM SERVICE
A vast crowd of revolutionaries on the famous Tempelhofer Felde of Berlin during the services for those killed during the fighting preceding the revolution. Though the conservative social element is now in power in Germany its supremacy is challenged by the radicals and frequent disorders result.



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Frank H. Vanderlip,
President of the National
City Bank of New York
City, is made a Chevalier.

France Decorates Americans

The French are Generous in Recording the Achievements of their Captains of Industry and Finance as well as their Leaders in the Arts, Sciences and the Military. This Recognition is not always Given as It Should be, we regret to say, in the United States and It is a Pleasure to Record the Honors Paid by the French Government to some Notable Americans. Photographs of other Americans Nominated or Promoted by the Legion of Honor Appeared in LESLIE'S for February 1.



© UNDERWOOD & UNDERWOOD
J. A. Campbell, President
of the Youngstown Sheet
and Tube Company, who
has been created a Knight.



Oscar R. Cauchois, of the
Compagnie Générale
Transatlantique, receives
the rosette of an officer



© UNDERWOOD & UNDERWOOD
Brig.-Gen. Samuel Mc-
Roberts of United States
Army Ordnance Depart-
ment, is made a Knight.



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Mrs. Robert Bacon, the
wife of the former Ameri-
can Ambassador to
France, is made a Knight.



Rev. Dr. Wm. T. Manning,
Rector of Trinity Parish,
New York City, who
is made a Chevalier.



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Joseph Clendenin, Vice-
President of American
Smelting and Refining Co.,
has been made a Knight.



Gates McGarrah, Pres-
ident of the Mechanics
and Metals Bank of New
York, is made a Knight.



Samuel M. Vauclain, Vice-
President of the Baldwin
Locomotive Company,
has been made a Knight.



Ralph Pulitzer, the Pub-
lisher of the New York
World, who is to receive
the cross of a Chevalier.



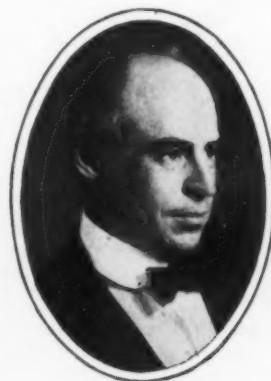
Cass Gilbert, of New York,
architect of some of this
country's greatest build-
ings, is made a Knight.



Raymond Weeks, Professor
in Columbia University,
author, and war worker in
France, is made a Knight.



Bishop James Henry
Darlington, of Harris-
burg, Pa., who is given
the rosette of an officer.



Frank H. Simonds, Au-
thor and Editor, New
York Tribune, receives
the cross of Chevalier.



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Robert Walton Golet, of
New York City, the well-
known Capitalist, who has
been created a Knight.



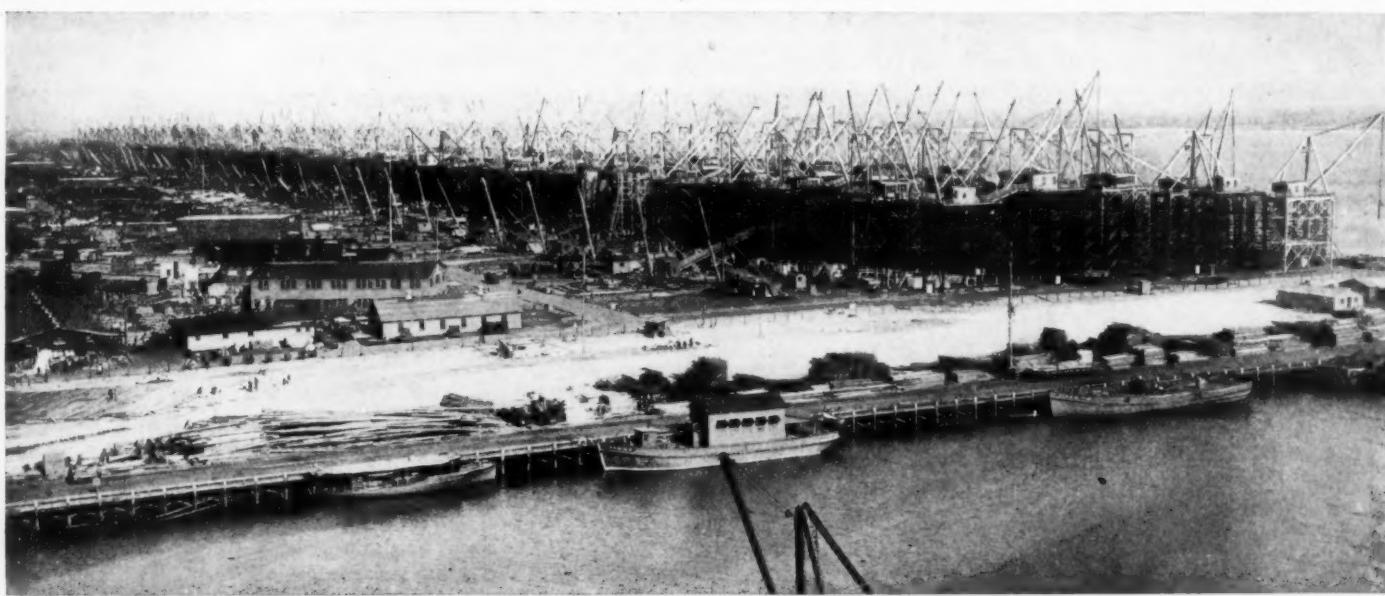
Alvin W. Kreh, the
President of the Equitable
Trust Co., of New York
City, is made a Knight.



Frank I. Cobb, Chief
Editorial Writer of the
New York World, receives
the cross of Chevalier.

Chairman Hurley's Bold Undertaking

By OUR LONDON CORRESPONDENT



Fifty ships on the Hog Island ways. Unless present plans are curtailed 6,000,000 tons of shipping now under construction will be ready for delivery early next year.

EDITOR'S NOTE: *The Government must soon turn our merchant fleet back to private hands to operate. There are today twelve million tons of ships suitable for deep-sea commerce, built or building, under the American flag. Unless a remedy is found for the conditions which existed prior to the war it will be absolutely impossible for American shipping interests to compete on a peace basis with foreign owners. If this country is to take her proper place as a rival of the world's great maritime nations some definite policy must be quickly formulated which will bring relief and encouragement to American capital invested in our merchant marine. The present expansion can not long be maintained unless it is made to pay. Standards of seamen's wages have been at the heart of the disadvantages of our ship operators in the past. Before the war ships were withdrawn from our flag because of the La Follette Act fixing wages and living standards. The following authoritative information will illuminate one of the chief problems concerning the future of our merchant marine, although there are many experts who are doubtful about the feasibility of Mr. Hurley's program for internationalizing standards of wages for seamen.*

IN November, conservative thinkers in both Europe and America emitted an ejaculation of surprise at the published statement that Chairman Hurley of the United States Shipping Board would submit at Paris a plan for internationalizing standards of wages and living conditions for seamen.

In January, Premier Georges Clemenceau, in his inaugural as President of the Peace Conference, amazed these same conservatives even more by the official announcement that one of the first matters to be taken up by the Conference would be international labor legislation.

In these unprecedented times, however, the edge is quickly taken off surprise. Proposals designed to improve conditions for the workingman which are regarded as revolutionary today, may be embodied in legislation tomorrow; and this with the approval of the sober, thoughtful men of the world who desire an abatement of the rising tide of Bolshevism.

Mr. Hurley's idea looked less strange and forbidding in the light of President Clemenceau's announcement. If the Peace Conference was to undertake international commitments regarding

labor conditions, it would not be surprising that they should deal with the highly important and uneven conditions of seamen throughout the world.

America is committed, both by Congressional enactment and Executive policy, to better standards for dealing with her seamen than any other nation in the world. We not only pay our seamen well and give them quarters fit for Americans to live in, but also we liberate them from the form of bondage into which men traditionally entered when they undertook to follow the profession of the sea.

Our enlightened policy has stood out as an inspiring example and hope for seamen throughout the world whose lot was less happy than that of their American brothers.

The suggestion that some approximation of American standards be fixed for all the maritime nations immediately aroused enthusiasm among British seamen. T. W. Moore, secretary of the Imperial Merchant Guild, was one of those who hailed the proposal with delight. "We can hope," he said, "that the wholesale revision—which is imperative—of conditions of employment in our merchant service will result in a life at sea being made one worth living, and such as will attract the best young blood of our country. If British merchant shipping is to continue its supremacy and once more sweep the wide world with its influence, the first and foremost step to take is to revolutionize conditions at sea and to secure absolute contentment among our merchant officers and men, whose lot is a hard and perilous one, however smooth we may try to make it."

C. McVey, of the Liverpool Sailors' and Firemen's Union, declared in the London *Daily Mail* that an international standard based on American levels should long ago have been established.

It was to be expected that the Hurley idea would be hailed with delight by the men who would benefit from it. It was also to be expected that critics would sneer at it as an effort on the part of American ship operators to wipe out advantages enjoyed by Great Britain and nations that pay their seamen less than they get on American ships. Such criticism grew out of the belief that the American authorities planned an absolute recognition of American standards.

In another quarter the same misconception produced alarm. Mr. Andrew Furseth, head of the International Seamen's Union of America, who is known as the father of the La Follette Seamen's Act, sailed hastily for Europe. It was said that he would combat the Hurley plan because he feared any effort at international standardization would result in lowering American wages.

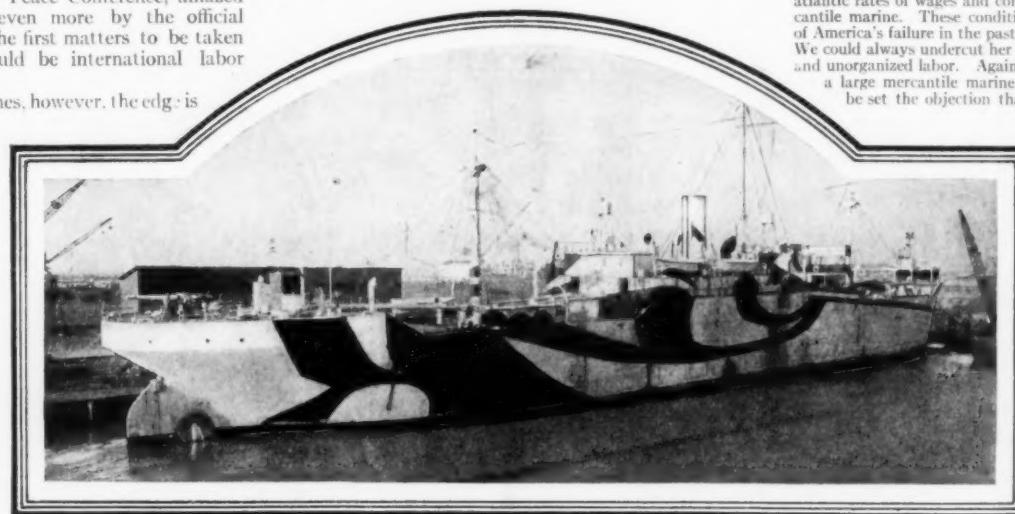
The British authorities, who are as closely concerned with the problem as anyone, were less inclined to fly at conclusions. The conservative London *Outlook* viewed it with a seriousness and composure that might have been surprising in other times. "America's emergence from the war as a powerful competitor in the shipping market," said the *Outlook*, "is bound to raise many complications and upset many calculations." It added:

The contingent difficulties are reflected in the proposal of Mr. Hurley, Chairman of the United States Shipping Board, that transatlantic rates of wages and conditions shall be adopted by our mercantile marine. These conditions have, of course, been at the root of America's failure in the past to challenge our shipping supremacy. We could always undercut her charges by our system of mixed crews and unorganized labor. Against the unquestionable benefit which

a large mercantile marine has been to our export trade must

be set the objection that no influence has been more potent in creating an inflated proletariat than the demand for unskilled and casual labor in our seaports. Another objection, already referred to, has been the cosmopolitan nature of the crews on our merchant vessels. That this was an element of weakness, and even of danger, from the point of view of national defense has always been recognized. Yet, on the other hand, both these factors, which made for cheap and abundant labor, have contributed to the growth of our merchant marine. The part our seamen have played in the war will make it unseemly that they should be asked to return to the old conditions. Nevertheless, the change to standard wages and better conditions may call for a drastic readjustment of our whole shipping system.

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The type of vessel which is being turned out in large numbers at Hog Island.

IN the opinion of many men of affairs the two biggest things which we have done as a Government in the way of passing laws were accomplished when we passed the Draft Law and the Overman Act. There was no question at any time about Uncle Sam's ability to get all the men he needed under some rule or regulation, but the process of getting that into a law, and getting full popular support was a rather difficult matter. Conscription was decidedly distasteful to most Americans and had we left the matter of securing the proper number of troops within a given time to a voluntary decision on the part of the individual, we hold our breath to think what might have been the result. The passage of the universal service act enabled us to go right to the "stockroom," so to speak, and draw from the abundant supply of men in America. That was the first thing to be done to prepare us to enter the war.

The second thing, after having obtained the men, was the great problem of supplies and equipment for them both on this side and overseas; in other words, the war after the passing of the service act was an industrial war.

There we struck our real handicap. The problem was so big and so new and its ramifications so many that we really had to begin at nothing or zero, and design, formulate, procure, produce and transport almost simultaneously. We had no definite knowledge of many materials and supplies, nor provision for obtaining such knowledge.

Brains vs. Bureaucracy

By EUGENE W. LEWIS

Editor's Note.—When war came Secretary Baker sent for Mr. Lewis, prominent in the manufacturing and banking affairs of Detroit, and appointed him Chief of the Production Branch of the General Staff. Mr. Lewis has recently retired from the War Department, leaving a most enviable record of accomplishment in synchronizing the output of American manufactures with the demands of our vast military establishment.

We had made no effort to obtain this knowledge in the past. As to what we had, where it was, how much of it we had, how we could get it—we were entirely ignorant.

We were amazed to find that, where we thought we had an abundant supply of certain raw materials and certain elements, we did not have them in anything like sufficient quantities and in some cases we had none at all. In many cases it was necessary to start research in laboratories and to invent processes as well as material to work out synthetic materials. Often the processes themselves might be considered of a synthetic character. In countless instances in order to make initial starts on industrial programs it was necessary to invent processes and work out the method of manufacturing from the basic design up.

When we hear narrow criticism of governmental conduct of affairs during the process of getting ready industrially to meet the war demands, and an attempt is made to point to a certain large sum of money spent in some of these developing processes in a way considered extravagant or wasteful, it is well to remember that one of the

greatest residues or items of salvage that we have left is the new and novel processes and methods resulting from the preparation for war. Consider the new devices, machines, new chemicals, machinery, etc., that have resulted from this preparation and the practical American will hardly consider the money invested lost or wasted, but rather will consider the industrial war bill as a permanent investment of inestimable value for all time to come.

It is safe to assume that in at least some of the lines indicated the knowledge and experiment gained represent an advancement in science and manufacturing the equivalent of from fifty to one hundred years of normal effort and progress.

How to create industrial effort on a scale sufficient to meet the requirements of the war program and to thus obtain the vast quantities of material needed was the huge problem confronting the various governmental agencies and bureaus. It was necessary for the Government to translate its estimates and demands to industrial America in terms of commodities, raw materials, etc.

There was not sufficient or proper organization machinery set up to deal with this huge problem, nor available authority for the setting up of such machinery; so that the second important thing that was accomplished was the passage of the Overman Act, which gave the President authority to do almost any and everything

Continued on page 278.

Is the Fuel Situation Serious?

Motor Department

Conducted by

H. W. SLAUSON, M. E.

THE country will probably not again be confronted with gasolineless Sundays. We, however, who confidently unlock our garage doors, start the engine these cool days until it becomes thoroughly warmed up, and then drive to our dealer's for ten gallons of gasoline, for which we may pay \$2.00 or \$2.50, do not realize that geologists, mining experts and petroleum refining authorities are literally lying awake nights to solve the future of the automotive fuel problem.

The optimist will see nothing to worry about in the report of the United States Geological Survey, which discovers an unmined supply of crude petroleum in this country, at present, of some six and three-quarter billion barrels. But we are becoming somewhat blasé, and a billion means less to us now than it did before our war expenditures amounted to this many dollars every two weeks or so. Furthermore, our consumption of petroleum, which is practically our sole source of gasoline

supply, is such that, if maintained without increase, our unmined stores will scarcely last more than eighteen or twenty years. This presents an unanswerable argument to the suggestion to the effect that all we have to do to meet our increasing gasoline requirements is to drive new wells. This is being done continually, but the percentage of successful "strikes" is rapidly diminishing, and we are fast learning that Mother Nature's storehouses

Continued on page 272



A portion of the guests attending the dinner given by the Contest Board of the American Automobile Association in honor of the return of the American ace and former automobile racing driver, Capt. Edward V. Rickenbacker, at the Waldorf-Astoria, February 3. At the

speakers' table, No. 1 is Secretary of War Baker, No. 2 is Capt. Rickenbacker, and, in the foreground, No. 3 is Col. E. A. Deeds, who was largely responsible for the success of the Liberty motor, and whose personal integrity was vindicated by Secretary of War Baker in his speech.

A German City in the Argonne Forest



For four years the Germans held the Argonne Forest, until the Americans drove them out last October. During their long stay there the Huns constructed cozy quarters and an elaborate defensive system, which they believed could not be broken.

A miniature city was built which included concrete homes, beer gardens, swimming-pool and a theater. Here, at first, in quiet, and later while shells whistled overhead, the officers enjoyed life, until the American attack forced their hurried retreat.



The headquarters of Prince Max. A remarkable dugout protected by a bomb-proof concrete roof six feet in thickness. It was luxuriously furnished.

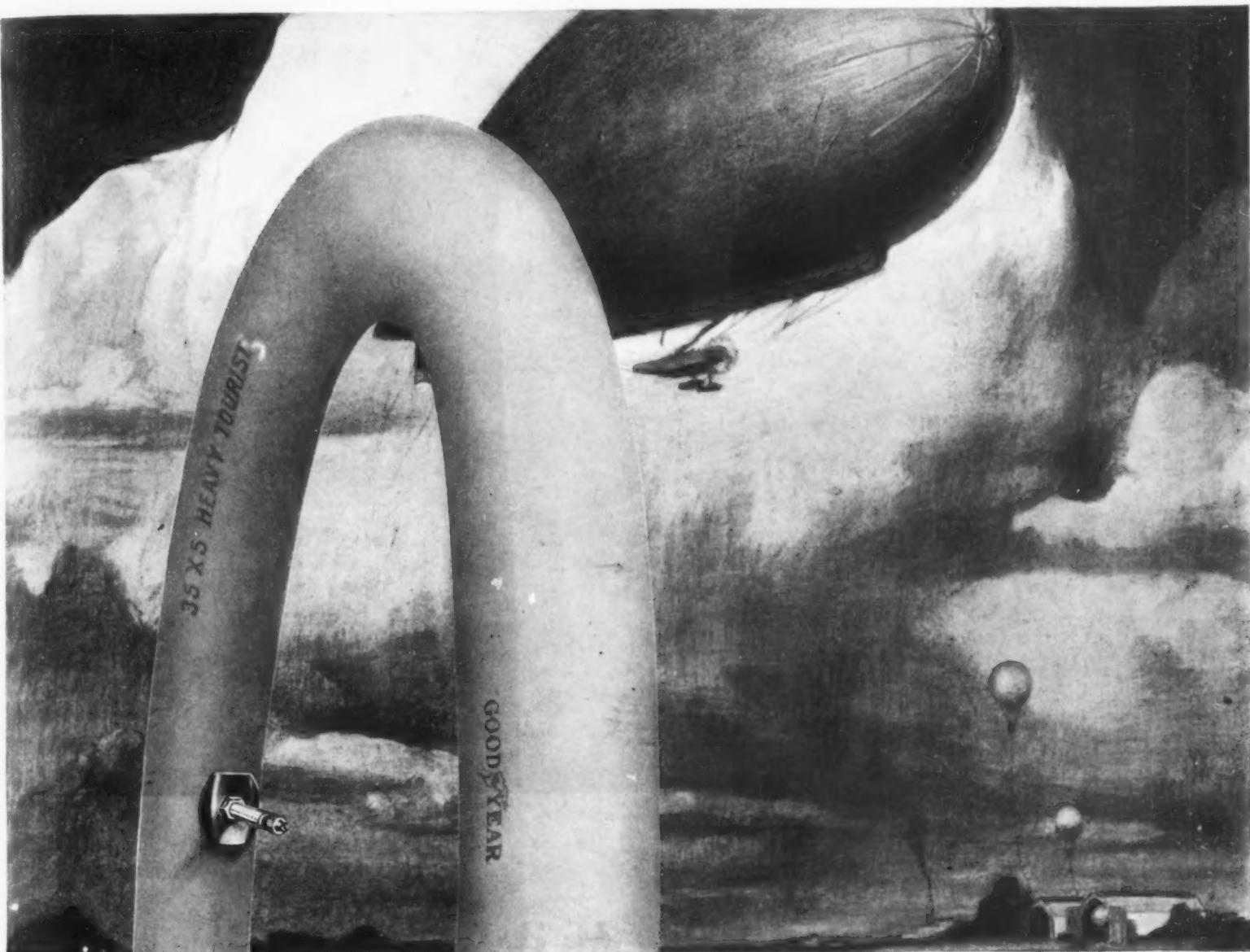


An artistic well, one source of the water supply for the city in the Argonne.

PHOTO © AMERICAN PHOTO SERVICE
The concrete pool where the officers enjoyed the luxury of a cool plunge.



The officers occupied comfortable homes built in terraces into the hillside.



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BOTH ARE GOODYEAR TUBES

GOODYEAR'S ability to build tubes that last long and hold air unfailingly is dramatically related to the fact that Goodyear is also a successful manufacturer of balloons and dirigibles.

There is sound basis for such assertion. Both tubes and gas bags present problems of inflation.

For nine years, Goodyear has pioneered the furthering of aeronautics in this country.

In constructing these giant gas bags the problem of inflation is exceedingly complex.

For the gas of the balloon is more elusive than air; harder to hold within rubber.

But it has been conclusively established that stout, light fabric, impregnated with rubber and *built up*

layer-upon-layer, forms the most practical container for this elusive gas.

Is it not quite logical, therefore, that this same *built-up* principle of construction should be successfully applied to tubes whose sole function it is to hold air?

Goodyear Heavy Tourist Tubes are built on this principle and their valve-patch is *vulcanized-in*. Built up as they are with several plies of pure gum, they are the best air containers we know of.

There are thousands of passenger-car owners who use Heavy Tourist Tubes exclusively, gladly paying the slightly added cost in the firm belief that they thus protect and get more mileage from their tires.

More Goodyear Tubes are used than any other kind.

THE GOODYEAR TIRE & RUBBER COMPANY, AKRON, OHIO

GOOD  **YEAR**
AKRON



Forward—and at a new pace!

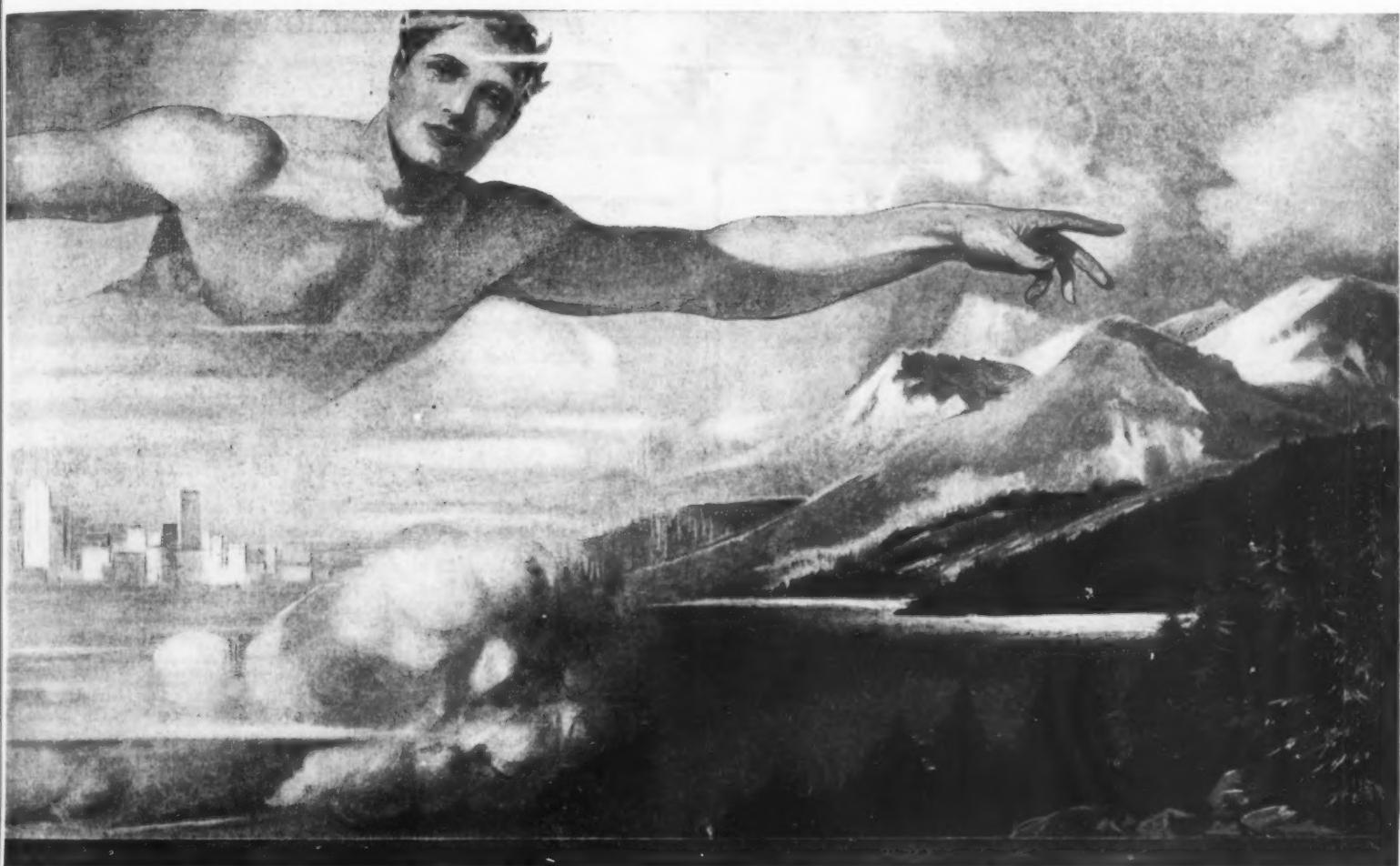
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Follow the network of his level steel rails and you follow the swift routes of a nation's progress.

Thanks to far the greatest railroad system in the world, our national prosperity far exceeds that of any other country in the family of nations.

Without unconquerable American belief, backed by money invested in American railroad bonds, your country would be as railroad-less as undeveloped China.

Today the holdings of your American railroad bonds are spread and keep spreading among countless thousands of American men and women.



They know that the building of railroads is made possible only by money which they have loaned through the medium of railroad bonds.

Yet railroad bonds are but one group in the complete range of investment securities offered to and bought by the public. The American investor, fast growing in numbers, needs help, accurate information, dependable advice.

For his protection, our national organization constructively studies the soundness of investment securities—gets the facts, analyzes their meaning.

This service is placed at the command of everyone who saves money and wishes to invest it soundly.



You will find a National City Company Correspondent Office in 35 of the leading cities of the country.

Each of these offices is equipped to render unusual service to investors generally, and to bond buyers in particular.

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SHORT TERM NOTES
ACCEPTANCES

The National City Company

National City Bank Building, New York

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Dependable Performance



Trade Mark Registered
United States Patent Office

Individuality in Mechanism

Individuality in the mechanical perfection of a truck places it above a mere collection of units, bolts, nuts and steel and gives it character that is typified in profitable year after year performance.

Linked with the manufacture of Acme Trucks are nearly a score of mechanical individualities, like Continental Motors, Timken Axles, Bearings and Drive — all coordinated in one smooth performing whole and surrounded by the great Acme Individuality. They are the ACME PROVED UNITS.

For without consideration of cost, the Acme organization, which has passed the million mark in actual assets, adopted those parts of automobile construction which the engineering experts of the industry stamped with their approval.

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You know in advance what the Acme will do. Service is built into the Acme Truck before it leaves the factory not after it is placed in work. The Acme does not require service men steadily engaged on trips all over the country. That's why Acme enjoys resale records of 100%.

Write for our book, "Pointers to Profits," containing interesting facts about the Acme, the truck of proved units.

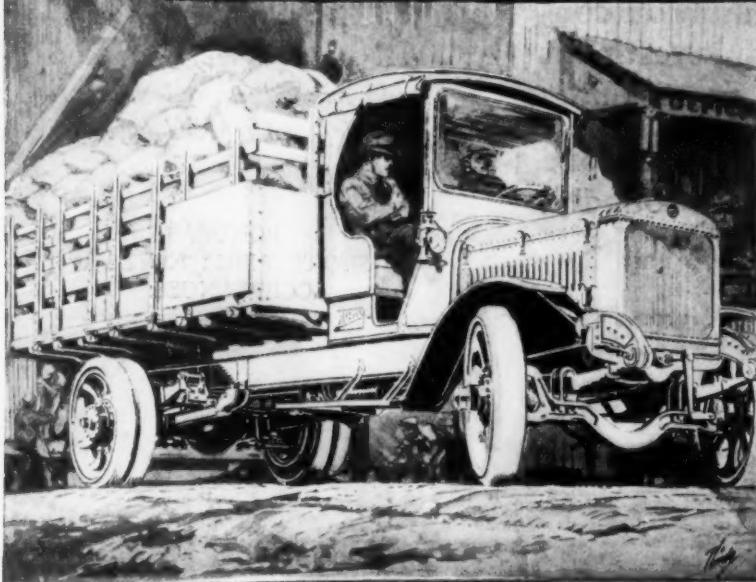
Acme Proved Units

Continental Red Seal Motor	Detroit Springs
Timken Axles	Artillery Type Wheels
Timken Bearings	Eisemann High Tension Magneto
Timken-Detroit Worm Drive	Rayfield Carburetor
Cotta Transmission	Stewart Vacuum Feed
Borg & Beck Clutch	Tubular Truck Type Radiator
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Built in 1 to 5 ton models. Ovsize in capacity and dimensions. Bodies built in our own factories.

Acme Motor Truck Company
322 Mitchell St., Cadillac, Mich.

ACME
*of The Truck
of Proved Units*



Is the Fuel Situation Serious?

Continued from page 267

are not inexhaustible, and that the most prolific field is as liable to "run dry" as is a valuable ore deposit.

We have predicted previously, in this department, that the end of the war would not necessarily release great quantities of engine fuels. To be sure, many of the trucks, airplanes, motor boats and tractors employed during the great conflict are not now as active as was the case before the historic November 11. They are not idle by any means, however, and those not employed in the work of reconstruction and demobilization are turned to peaceful industries. Furthermore, the possibilities of a prosperous peace are unfolding opportunities for truck, tractor and stationary engine development, which will place the five million passenger cars in the background so far as potential consumers of petroleum fuels are concerned.

It is these figures which show the constantly increasing demand for the internal combustion engine fuels—an increase so much greater than the amount obtained from the ground that a total of fifty-eight million barrels was imported, or "borrowed" from the reserve supply—that is giving our authorities the most concern. To quote from a paper presented by one of the Government officials, "The petroleum industry is so firmly established and produces such a range of products other than gasoline, that no engine fuel of non-petroleum origin need be counted on as capable of displacing gasoline." It seems that the solution of the problem must be found by a closer cooperation between the petroleum producers, the refiners and the engineers of the automotive industry. We have already found beneficial cooperation between the first two. It has been only through their efficient efforts that the price of gasoline could be kept down to figures only some 25 per cent. over those prevailing before the war. When we consider the part that labor shares in the production and refining, and that every gallon of gasoline distilled requires a substantial allotment of coal for the process, the motorist can feel thankful that this necessity has not risen skyward with butter, eggs and other commodities formerly constituting our chief essentials of living.

The natural, or "free" proportion of gasoline contained in petroleum varies from 2½ per cent. to 20 per cent. To obtain gasoline in excess of these proportions requires expensive distilling and cracking processes which serve to produce a substantial proportion of the gasoline used. Such processes can be carried to such a point where so-called gasoline can be made almost from kerosene or lubricating oil. This process, however, will reduce the available quantity of such valuable by-products, and the added cost must, therefore, be shared by the motor fuels thus obtained. Furthermore, the volatility of the fuel so produced is decreased, with the result that the engine and carburetor designed for higher grade fuel suffer from indigestion and other forms of stomach trouble, due to their inability to assimilate this poor food when cold. It is in this direction that the solution of our fuel problem lies. The cars designed eight or ten years ago to run on the higher grades of fuel then prevailing must now be equipped with heat-conserving devices, special carburetors and other arrangements and devices to enable them still to render satisfactory service. The more modern design, however, takes into account from the start the more delicate digestive apparatus of the modern carburetors, and has endeavored to construct the entire engine with a view to better assimilation of the lower-grade fuels. This is one of the features which marks the cars of today, and which will be adopted to a great extent on the engine of tomorrow. The solution of the problem, however, does not rest solely with

engine designing, for the car owner must share the responsibility as well. It is the manner in which the fuel is used, the kind of appliances, the exercise of patience in waiting for the engine to reach the proper temperature, and the correct regulation of the carburetor and hot-air adjustments, that bring about the most efficient results.

However, it is conceivable that the refining companies, acting in cooperation with the Government, and possibly with the engineers' societies, will endeavor to group the motor fuels into two or three different classes, separated as to the requirements of the engine in which they are to be used. For example, the highest grade of gasoline is required for airplane work because of the low temperatures encountered and because of the necessity for absolute reliability. On the other hand, the motor boat or the farm tractor, neither of which is dependent for its success upon a low ratio of weight to power, and which operates without variable speed or load requirements, can more easily be adapted to the lower grades of motor fuel, and to kerosene. The passenger car owner requires a fuel which will enable him to vary the speed of his engine as conditions prescribe, which will give ready response to the touch of the throttle, and which will offer the maximum freedom from care of mechanical parts. Such requirements bring the fuel group best suited to the automobile midway between those used by the airplane and the tractor or the motor boat. If each user of these different power products were restricted in his purchase of fuel to the grade best suited to the requirements of his particular vehicle, we might find that we have taken another important stride toward the ultimate solution of the fuel problem.

The Field for Motor Trucks

The Motor Department receives many inquiries from automobile dealers and manufacturers regarding truck markets.

Broadly speaking, we can say that a truck market exists wherever horses are used to haul vehicles over highways—whether these highways be good, bad or indifferent. Logic would indicate, however, and experience has proved, that it is far cheaper to build good roads than it is to construct trucks with sufficient power and of rugged enough design to render them able to negotiate any kind of road.

This point is of especial interest, inasmuch as the largest field for motor trucks lies outside of the city, or rather on highways connecting industrial or farming communities with each other. City traffic is already so dangerously congested as to limit the effectiveness of truck use in many sections of our larger cities. Investigators tell us that it is impossible to operate 100 per cent. more vehicles than are now in use on city streets. Nevertheless, 65 per cent. of all trucks in use in this country are operated within city limits.

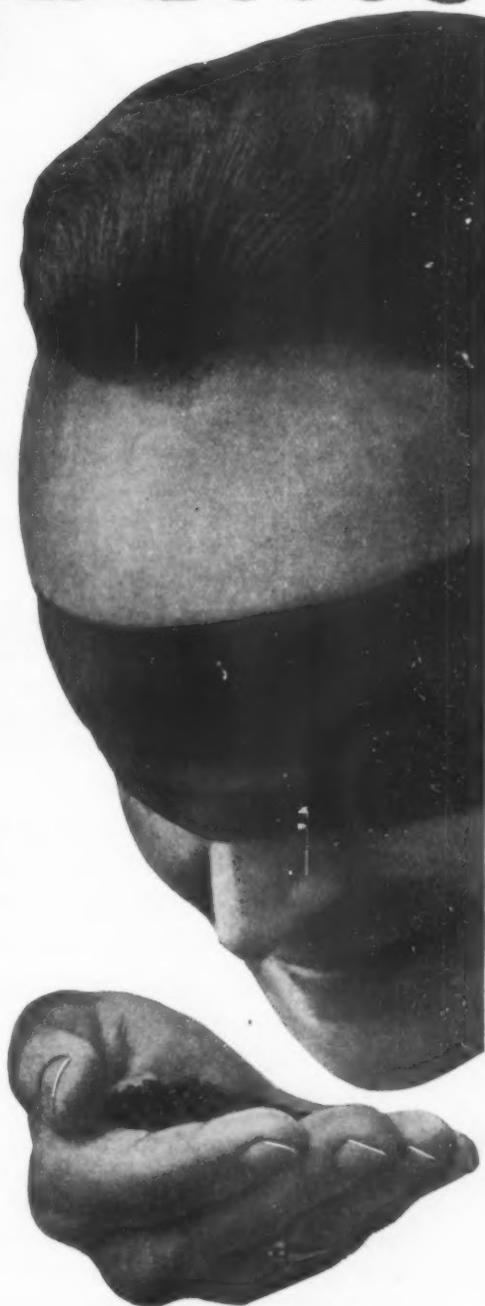
In 1917 somewhat under 130,000 trucks were built in this country. In 1918, 227,000 were built, the larger proportion of these having been purchased by the Government for war use. The 225 truck manufacturers in this country have production facilities for about one-half million trucks per year. This maximum will probably be reached, but it is certain that 300,000 trucks will represent the minimum of the 1919 output. On July 1, 1918, there were just under 700,000 commercial vehicles registered in this country, including converted passenger cars and electric vehicles. When the "limit of absorption" for trucks is reached, it should require our maximum yearly output thus far obtained merely to care for the annual replacements, without taking into consideration the new market and customers created by the normal growth of the country.

All Smoking Tobaccos are Flavored

"Your Nose Knows"

The Encyclopedia Britannica says about the manufacture of smoking tobacco, "... on the Continent and in America certain 'sauces' are employed . . . the use of the 'sauces' is to improve the flavour and burning qualities of the leaves." Your smoke-enjoyment depends as much upon the Quality and kind of flavoring used as upon the Quality and aging of the tobacco. Tuxedo tobacco uses the purest, most wholesome and delicious of all flavorings—chocolate! That flavoring, added to the finest of carefully aged and blended burley tobacco, produces Tuxedo—the perfect tobacco—"Your Nose Knows."

Try This Test: Rub a little Tuxedo briskly in the palm of your hand to bring out its full aroma. Then smell it deep—its delicious, *pure fragrance* will convince you. Try this test with any other tobacco and we will let Tuxedo stand or fall on your judgment—"Your Nose Knows."



Tuxedo

The Perfect Tobacco for Pipe or Cigarette

Guaranteed by
The American Tobacco Co.
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Both — JOHNS-MANVILLE Asbestos

SINCE brake lining must trust to asbestos for its dependability, it is natural that Johns-Manville should have made brake lining even before the days of the motor car.

Where others must buy their asbestos in the open market, Johns-Manville Non-Burn has the advantage of the pick of the mined crop of asbestos fibre, taken direct from the great Johns-Manville mines.

Non-Burn is mined, spun, woven and marketed to the trade by Johns-Manville—its quality is in their control from start to finish. This explains why it will out-wear and out-brake other linings—and why you should specify Non-Burn when you have your brakes relined, or clutches refaced.

To the Trade—Non-Burn is sold only through legitimate trade channels. This protects you against indiscriminate competition and assures you a satisfactory profit.

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Monroe Doctrine Must Be Preserved

By CHARLTON BATES STRAYER

IN our efforts to secure the peace of the whole world, there is danger that we neglect that which for a century has made secure the peace of the American continent. Our own delegates to the Peace Conference are quite sure there will be nothing in the proposed constitution of the League of Nations that will abrogate the Monroe Doctrine, but that is not enough. Arthur J. Balfour goes so far as to say that the League "will involve no modification of the treaties of alliance previously concluded." I can not see how this is possible should previous treaties conflict with the avowed purposes of the League. The Monroe Doctrine is not a treaty but a pronouncement of a policy on the part of this nation in regard to foreign intervention in the Western Hemisphere. There is little likelihood of conflict in principle between the Monroe Doctrine and the League of Nations, but it might be argued that the larger League of Nations supersedes and therefore renders unnecessary this historic doctrine. Why not, therefore, make assurance doubly sure and incorporate in the constitution of the League of Nations the declaration that nothing therein contained should interfere with the operation of the Monroe Doctrine?

President Wilson has frequently said that the League of Nations, instead of destroying the Monroe Doctrine, will mean the extension of that principle to all the world. I believe that will prove to be true, if an effective League of Nations is constituted. But it is the part of wisdom not to give up that which has proved its efficacy as a preserver of peace for nearly a century. Just because the Monroe Doctrine has so effectually prevented military aggression on the American continent, it should not now be thrown overboard, when the effort at Paris is to prevent military aggression everywhere in the future. Great Britain has supported the doctrine, but Japan has never viewed it with complacency, and Germany, we know, was only biding her time to challenge it. Europe may say that we are not consistent in participating in the affairs of other continents while at the same time we seek to keep our own continent free from foreign intervention. Our answer will be that we can participate only on that basis. We are working to secure no personal advantages in the peace settlement. We want no territory or damages. We want the peace of the world assured, and want this doctrine kept inviolate which has kept the Americas free from foreign exploitation. The Monroe Doctrine must not be abandoned. It is our fifteenth point. It should have been the first.

Too Many Entanglements

There are many who still view our participation in the world settlement at Paris in the light of Washington's memorable warning against "entangling alliances." We have taken a leading part in establishing the League of Nations, and are of necessity involved in the effort to settle the many perplexing problems that arise under that principle. Japan is said to have expressed approval in general of the League of Nations outline, on the understanding that all immigration restriction concerning the Japanese be eliminated. Secretary of State Lansing has been made head of the Committee on Responsibility for the War, whose work will be to establish the guilt of those responsible for pre-meditated violation of treaties and international law, and then to fix the penalties. This will involve us in untold troubles. Great pressure is being used to have the United States become the mandatory power to have oversight over Palestine and other parts of the former Turkish possessions, a pressure which has thus far been resisted. The story is told that when this was under discussion Premier Lloyd

George turned to President Wilson, and said, "You are wanting everyone else to try this thing, but you are not willing to take any responsibility yourself." Those who fear entanglements find their fears magnified by the comparative secrecy of all the proceedings of the Peace Conference and its committees. From their point of view the United States would follow a wise course if it participated only in the establishment of the principle of the League of Nations and the speedy ending of the war, leaving the vexed questions of European boundaries to European nations.

The League Crystallizing

The nations are not ready to create a superstate with an international army and navy. With the idea of supersovereignty discarded, Laurence Hills, correspondent of the New York Sun, doesn't see much more in the League of Nations than exists in the Bryan arbitration treaties. The gist of these treaties is the delay imposed upon the treaty Powers before resorting to force of arms in the settlement of disputes. The League of Nations, as defined at this writing, would provide for delay in every international dispute, and gives the choice of arbitration, mediation or inquiry. The force employed would be both moral and economic. A great forward step would be made if all the nations assembled at Paris would covenant along these lines to keep the peace in the future. All wars may not be abolished, nor all occasions of dispute. Professor Pollard, an English essayist, brings out the analogy with the wars of religion, pointing out that these ended when men saw that religious disputes could not be settled by war. But religious disputes still go on. "The first step toward permanent peace," says Professor Pollard, "is not the establishment of a superstate but a simple treaty between as many Powers as possible not to make war upon one another without previous recourse to other means, and to resist with all their forces any similar breach of the peace on the part of others."

Gompers on Berne Conference

Samuel Gompers, President of the American Federation of Labor, is to be commended for refusing to attend the Socialist and labor conference at Berne. American labor was opposed to attendance because it was convinced that the Berne conference would be "German made," and pointed out that German labor would have the right to present its demands at the final peace table. The Berne Conference was nothing more than a subtle German plan to redeem Germany from military defeat and to help her escape the payment of just indemnities. Various British, Belgian and Italian labor and Socialist groups also declined to attend the conference. German propaganda is still actively at work seeking to develop misunderstanding among the Allies. Germany still refuses to acknowledge defeat and is prepared to use every opportunity to make trouble. Matthias Erzberger, one of the German armistice commissioners, boasts of the "rights" of Germany, and demands the same treatment for the colonies of all other Powers as shall be given to Germany's colonies. Theodore Wolff in the Berliner Tageblatt also issues defiance to the Peace Conference in the proposed internationalization of the German colonies, and challenges the Entente to do its worst. At the opening of the German National Assembly at Weimar, Chancellor Ebert denounced the armistice terms as "unheard-of and ruthless." "We warn our opponents," he said, "not to drive us to the uttermost. Hunger is preferable to disgrace, and deprivation is to be preferred to dishonor. Germany is not yet reduced to a very humble mood. Suppose France had taken this attitude in 1870, what would Bismarck have done?"

February 22, 1919

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The Melting-Pot

The Catholic clergy of southern Hungary, in a petition to the Hungarian Church Council, condemn the rule of celibacy as anti-democratic.

The Atlanta (Ga.) Board of Education has repealed its order for the reading of the Bible and repeating the Lord's prayer in the public schools.

The secret of the German long-distance gun, "the Big Bertha," lay in a high explosive powder which could be used only in guns constructed with a special steel of extraordinary resisting power.

The election in Flagler County, Florida, to fill a vacancy in the lower house of the Legislature had to be postponed because only four men in the county had paid their \$18 poll tax, a pre-requisite to voting.

J. D. Rockefeller, Jr., says: "The American Flag is a symbol of the sacrifices of the past, and sacrifices of the future, if need be, and for that reason we revere it. It is a symbol of liberty and high ideals."

Chairman Lindquist of the Minnesota Republican State Committee says there is considerable sentiment in the Middle West for Major-Gen. Leonard Wood for the Republican nomination for President in 1920.

All the 200 petty criminals who enlisted in the army at the urgency of the city's reform agency in Philadelphia distinguished themselves in war service "over there," and many have come back ideal citizens.

Jess Willard, the heavy-weight boxing champion, has signed articles to fight any opponent. He is to receive \$100,000, win, lose or draw. The prices of admission to the fight will probably be from \$10 to \$50. No collection.

Textile plant workers of New England demanded 54 hours' pay for a 48-hour week, and when it was refused, 1,600 Russians, 1,500 Italians, 1,000 Belgians and 200 other foreign employees joined in demanding a strike.

Senator Fernald of Maine says: "Since the Government took control of our railroads, freight rates have advanced 40 per cent., passenger rates 50 per cent., and the poorest service ever experienced has been given to the people of this country."

The public authorities having failed to grant the request of a street railroad in Queens Borough, New York City, for permission to increase its fare, many passengers have voluntarily been paying seven cents instead of the legal rate of five cents.

Thirty thousand Civil War veterans, about one-tenth of the survivors, died during the last fiscal year. A bill has been presented in the House at Washington appropriating over \$215,000,000 for paying pensions during the year beginning next July.

Dr. Ella A. Boole, vice-president of the National W. C. T. U., says that among the "other deadly evils to which we must now give our attention" are the "deadly cigarette and tobacco of all kinds," gambling in all its forms, and profanity. She was shocked when she saw soldiers matching pennies on a train.

Nine Democrats voted against the bill passed by the House at Washington granting a pension of \$5,000 a year to Colonel Roosevelt's widow. The voters in the negative were Messrs. Black, Blanton, Buchanan, Connally, Garrett, Jones and Slayden, all of Texas; Doughton, North Carolina, and Quin, Mississippi.

Julius Krutschmitt, chairman of the Southern Pacific R. R. Board of Directors, states that former Director-General McAdoo ordered standardization of cars and locomotives which experts declared to be impracticable. Mr. McAdoo allotted to the Southern Pacific Company 4,000 cars and numerous engines which could not be operated economically.

Let the people think!



They Serve

Now that we have won the war, the girl in overalls who has helped keep her country's industries in operation during war stress will merit fully her place of honor alongside the boy in blue or khaki.

Robbins & Myers Motors, because so simple to operate, clean, quiet and safe, have helped tremendously to make factory work attractive to the woman worker. And R&M reliability and convenience of operation, together with woman's natural adaptability, have enabled factories to change to women workers without a halt in production.

In addition to the service they are performing for the woman worker in the factory, R&M Motors are also helping the thousands who have to do the home work. By operating the washing machine, electric sweeper and other household devices, they are freeing the woman at home from the need of household help.

Leading manufacturers of such machines have adopted R&M Motors to insure an absolute reliability of operation of their product.

Power users seeking to better production; labor-saving device makers anxious to insure a better operating performance of their product; electrical dealers desirous of increasing sales—all find their motor ideals in R&M Motors which range from 1-40 to 30 horsepower.

The Robbins & Myers Company, Springfield, Ohio

For Twenty-two Years Makers of Quality Fans and Motors

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Look Out!

As a snake lies coiled in the grass, harmless only because he is invisible, so constipation lurks in the coils of the human intestines. If you violate the snake's dangerous calm, he strikes, swiftly and poisonously. If you violate the first law of body hygiene—easy, regular bowel movements—constipation strikes slowly and insidiously, but with poisons just as dangerous as the snake's.

You don't know the snake is there until he strikes. You don't know, either, that constipation may be chronic with you, that the food-waste lodged in your large intestines is decaying, generating dangerous poisons, and that although you are superficially well—aside from a slight irregularity of the bowels—you are walking toward danger.

"Aside from a slight irregularity of the bowels"—which you think can be "cured" by pills, or salts, or mineral waters, or castor oil. It can't. Violent purges only rack you, leaving your muscles weaker to meet the next attack of constipation. The only way you can overcome constipation is to encourage nature to get rid of your body poisons regularly, easily, thoroughly.

Nujol does this. It is not a drug, does not act like any drug; it is absolutely harmless. It helps Nature re-establish easy, daily, thorough, bowel evacuation. Get a bottle from your druggist to-day.

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Warning: Nujol is sold only in sealed bottles bearing the Nujol Trade Mark. All druggists in U. S. and Canada. Insist on Nujol. You may suffer from substitutes.

Nujol Laboratories, Standard Oil Co. (New Jersey), Room 115-M, 50 Broadway, New York. Please send me free booklet, "Thirty Feet of Danger."

Name _____

Address _____



Three Principles and a Nightmare

Continued from page 264

American influence would be used in the end for a democratic peace that would not breed more wars and would reduce militarism.

Up to this time the Allied peoples had felt that America would not count for much in the peace settlement because of her slight military contribution. The preaching of Bolshevik defeatists had taken such a hold that, as I am informed by a responsible American military officer, some of the first American troops were stoned on their arrival at a French port of debarkation. In that section, because of the Bolshevik tendency of the populace to believe that America was coming in to prolong the war, measures had to be taken for the protection of American soldiers from this defeatist sentiment. I cite this simply as an illustration of the extent to which defeatism was checked by the growth of popular confidence in American diplomacy. Men like Albert Thomas and M. Renaudel, leaders of the conservative wing of Socialists, say today, "If it had not been for the moral strength and inspiration the people of France received from President Wilson's utterances last winter they could not have withstood the military offenses last spring."

Saving Allied Morale

Thus during the winter of 1917-18 and again in July the Wilson ideas buoyed up Allied morale. As the Allied and American military forces began to grind down the German machine there was talk among the people to the effect that in the end the President would join with the "imperialists" when the war was over. Meanwhile, the American Socialist mission and the pro-war Socialists in France were preaching victory as the only way of achieving a democratic peace. The result is a popular resolution and determination among the people to have the peace eventuate in principles for which they kept on fighting. It is questionable if the ardor of this determination is anywhere near so well understood in the United States as it is in France and England.

The President is a popular hero in Europe because of the ideas he advanced, not because of any illusion as to the extent of the military contribution by America in winning the war. The people understand that the first blow on the chisel counts as much as the last in breaking the stone. What appeals to their imagination is that the President, since the victory, stands for the ideas he advanced before and that he came forth upon his Odyssey even in defiance of the tradition of his own country.

Lord Northcliffe, speaking of President Wilson's visit to Europe, said to me: It is the greatest thing that ever happened for an understanding between the countries. It is the greatest thing that ever happened between Great Britain and the United States.

After a year's study of the popular movements in Allied countries, Louis Kopelin, Secretary of the American Socialist Democratic League, said in Paris the other day:

"The Wilson program and the extent to which Allied statesmen are allowing popular opinion to influence their views on such subjects as the abolition of conscript armies, the League of Nations, secret diplomacy, is the antidote to Bolshevism. The faith of the masses in the outcome of the Peace Conference has checked the threat of general strikes in England and France. Bolshevism cannot assail the institutions of any Allied country if a reasonable amount of what the masses regard as the Wilson program is carried out. By a reasonable amount I mean gains by way of reducing armament, abolition of conscript armies, provision for adjusting international disputes by arbitration, and the end of secret diplomacy."



Here's Health and Power, Vim and Vigor

ALL men—and all women, too, wish these marks of good health. "If you feel you haven't them, you should write for book, 'Health and Beauty.' Read it! Then make up your mind whether you think that the White Cross Electric Vibrator can bring to you these vital signals of health. You will read in this book and in other literature we will send, what several hundred people have found out about vibration and what it has done for them.

WHITE CROSS ELECTRIC VIBRATOR

Our combination outfits have been endorsed by medical science. They have been tested out, and proved efficient in thousands of cases. A complete Electric Massage and Electric Medical Battery outfit. You may get one for your own home on a generous offer. Don't delay. Send the coupon.



Relieves Pain and Stiffness

You may stimulate the body with thrilling, refreshing vibration and electricity—beautify the complexion. The vibrator is loved upon as a necessity in the boudoir of thousands and thousands of well-known women. Give yourself relief for the Head, Spine, Abdomen, Legs, Arms, Eyes, Ears, Scalp, Face or any other parts of the body.



For Baby

Drugs often are dangerous to give to the baby. And yet a baby often needs stimulation for a better circulation and a better digestion. In every house where there is a baby or small child there also should be a White Cross Electric Vibrator.



The White Cross Vibrator is Fully GUARANTEED

This great instrument gives thousands of health-producing vibrations a minute, and many of our models will give Medical Electricity at the same time if you want it. Our vibrators run either on batteries or dry cells or may be attached to ordinary electric lights.

Send the Coupon for Our New Book "Health and Beauty"

Please name and address in the coupon (on a post card or a letter) and send to us today. We will send you our book, "Health and Beauty," free of charge. You will be under no obligation to buy anything. The book is free but it can be sold if you want it. One who seeks health and beauty. Here you will read how Nature does her work, and how the White Cross Vibrator has assisted Nature in the thousand of cases. Send the coupon now for our health's sake.

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Please send me your free book, "Health and Beauty."

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Readers' Guide and Study Outline

Edited by DANIEL C. KNOWLTON, Ph.D.

Weekly Suggestion. This issue calls attention to several phases of the reconstruction problem, notably the future of the Socialists and the part they and the labor element are playing in shaping the new world order (pp. 263-264); the shipping problem (p. 266); reconstruction and reorganization in Russia (p. 262); and the question of our natural resources and their future development (p. 267). Vice-President Marshall's outlook upon the future is of special interest in this connection. Few books have appeared as yet in this country on the reconstruction problem. The best of these is the collection of articles by twenty-seven experts in the volume edited by E. M. Friedman, *American Problems of Reconstruction* (E. P. Dutton).

The Spartacide Revolt in Berlin, p. 263. What were the serious aspects of this revolt as indicated by the pictures? Against whom was it directed? Who were the main parties to it? Look up the origin of the word "Spartacide" and point out the possible reasons for its use in this particular instance. Why should Berlin be the center of such a revolt? How different are conditions there now from what they were before the fall of the Kaiser? How nearly do they correspond to the Government arrangements to be found at Washington? Wherein do they differ? Who seems to control the situation? To what extent? What relation does Berlin bear to the rest of Germany? To what extent is the rest of the country likely to be affected by these events? What effect would the success of such a movement be likely to have upon the map in last week's issue? Consult the picture on p. 264 and point out the difference between this revolt and the revolution to which this picture refers.

War in the Flare of the Northern Lights, p. 262. Mark off on a map the part of Russia where these events are taking place. How do you explain the fact that there are military operations here? What seems to be the type of Russian who is opposing the Allied troops? To what class or classes do they seem to belong? Do they belong to this part of Russia? Look up the density and character of the population of Russia, and especially the facts as to this particular portion. Is this a particularly important part of the country? How much power and influence does our ambassador possess in Russia today? Would you expect to find him cooperating with the "President of the North Russian Government"? Why? Judged by these pictures what appears to be the future of the Russian Empire?

They Made Victory Possible, p. 261. Describe the formation pictured here and point out the reasons for such an arrangement. How important a part do such formations play in naval operations? What great naval battles in ancient or modern times were won as the result of formations of this character? Does modern naval fighting demand greater or less attention to formation? Look up the naval battles of the present war (see map on p. 195 of issue of February 8) and note the factors which were responsible for the victory in each case. Just how was a transport or a group of transports taken care of from the time they left until their arrival at the port of disembarkation? Where is Brest? How does it compare with other French

ports in importance? What do you consider the best port in France and why? in this country? What are the characteristics of a good port? To what extent did these ships "make victory possible"? To what extent did they "actually wrest victory" from the enemy?

Chairman Hurley's Bold Undertaking, p. 266. How large a proposition is represented by this shipyard? How much ground would it cover in your community? How many business blocks would its "ways" occupy? How does this shipyard compare with shipyards before the war? Where were they to be found? How large were they? Could fifty ships be built in them at once? Look up the history of the shipbuilding industry in this country in a good encyclopedia or a commercial geography. See in this connection books like Bogart's *Economic History of the United States*, (Longmans), or Coman, *Industrial History of the United States* (Macmillan). Give an estimate of the size and capacity of the type of vessel turned out here. Argue that it is or it is not wise to continue shipbuilding on such an extensive scale. What is one of the difficulties to be overcome in adding to our merchant marine as pointed out in the article? Argue for or against Chairman Hurley's proposal.

France Decorates Americans, p. 265. Compare this group with the group in the issue of February 1 if possible. Which man in the two groups in your judgment was the most deserving of the honors received and why? How important are the services of these particular men to this country? Argue that they are or are not deserving of special recognition from our Government. Have any of them been recognized by our Government in any special way since the war began? Just how? Make a list of the men in this country, outside the army and the President and his Cabinet, who in your judgment have contributed largely to our success in this war. Point out that such cooperation is possible only under a democratic form of government such as we enjoy. Compare the way the people of France and England cooperated in the war with the cooperation displayed in the United States.

A German City in the Argonne Forest, p. 268. What do these pictures prove as to the problem of the Allies and the United States in the Argonne forest? Look up the battle-line as it was modified between 1914 and 1918 and note to what extent it was modified in this particular region. How large a part of the battle front was represented by this forest? Were similar conditions to be found along any other part of the front? Compare the difficulties here with those on other parts of the line. How were they overcome? What part of the battle front in our Civil War might be compared to this in the difficulties which it presented?

Last Days in the Ardennes, p. 260. Where is this region? Where is it with reference to the Argonne? Note the location of the towns referred to in the pictures. Was this part of the country the scene of much of the fighting? What were some of the important incidents recorded by Mr. Estep in these closing days of the military operations? What do you regard as the most interesting snapshot? Why?

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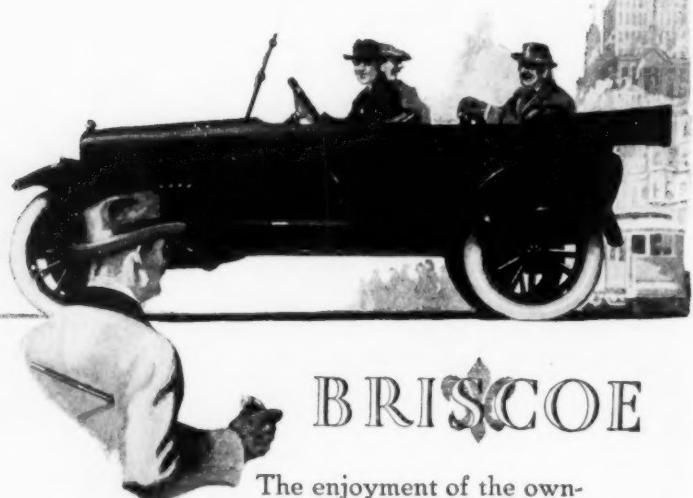
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Brains vs. Bureaucracy

Continued from page 267

necessary in the shifting and shaping of the organizations, departments, bureaus and agencies as then organized, as well as to create new and proper facilities and sections, both as to personnel and type, to meet the demands of war programs.

It is right here that the men of commerce, manufacturing, and finance of the United States responded so nobly and the Government bureaus and departments accepted so willingly, the particular, specialized training and knowledge of the resourceful and alert American business men, that was to prove so necessary and essential a factor in the final result.

For the first time in our history, we had the spectacle of business men of the United States and their Uncle Sam, through his official military and civilian representatives, adopting that method most common to any business organization in the country, namely, sitting down in the same room, with their feet under the same table and exchanging ideas on the great and common problem in such a manner and way that each had a more complete and fuller understanding of the other's problems.

So, while the civilian business man was serving his country and helping formulate plans and methods for meeting the emergency, he at the same time was presenting to Uncle Sam and getting him acquainted, in a most comprehensive manner for the first time, with some of the most vital and important of his own problems of commerce and industry, all from the practical and experienced side.

On the other hand, the business man was being made aware of some of the problems in special form and character that Uncle Sam finds so difficult to overcome and incorporate into form and function. Sometimes we are inclined to refer to this process as "red-tape"; not that this is a defense in any sense of the word of the useless, inefficient and time-destroying bureaucratic methods where employed. But it is true that there are many instances, with good reasoning back of them, as to why the identical methods one might follow in his individual business cannot be properly applied to the execution of governmental affairs. I think it is pertinent to point out right here that the main difference between the organization of governmental operation and that of modern business corporations is that in government affairs organization is built around "function," whereas in modern business it is built more or less around "subject."

Under the Overman Act, modern business methods have made possible the consolidation, in a directing and supervising way, of practically all of the industrial and commercial problems of the War Department into one grand division of the General Staff. It is known as the Purchase, Storage and Traffic Division and its duty and responsibility is to supply the Army; supplies meaning everything from canned goods, cannon and clothing to aircraft, ambulances and ammunition.

Had the war gone on another year, it would have made such a strenuous demand that not a single individual or business could have escaped the duty and obligation of contributing one hundred per cent. in effort, both physical and financial. While some of us may have thought we were already on that basis we were, as a matter of fact, just beginning to realize the further effort and accomplishment that would be necessary to meet the big industrial problems in a proper and successful way. Inside of another year, approximately from 4,000,000 to 6,000,000 men would have been on the western front and in camps in the U. S. A. When we understand that the number of men in uniform represents only one-sixth of all the men necessary, it will be seen that 36,000,000 men in uniform and out would have been necessary, 30,000,000 of

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them engaged in the question of production and transportation of supply. It has been stated that there are between 20,000,000 and 25,000,000 workmen of all kinds in the United States; the difficulty of supplying the labor shortage, as shown by the differences between these figures, can well be left to the imagination.

Under the spur of necessity, much new and varied organization was necessary to properly estimate and conduct the vast business of producing and regulating the flow of necessary munitions and materials. It goes without saying that cooperation obtained by active participation at Washington of the business men of the United States has been most helpful and beneficial to all concerned. It is to be hoped that under normal conditions much of the modern business effort and routine established to meet the emergency can and will be retained and that the military organization of peace time will in its operation and conduct find it possible and beneficial to employ the commercial rather than the military plan of organization, at least in a structural form, throughout the many bureaus and departments. Thus, like a sectional bookcase, it may be added to to meet any condition or emergency that may arise in the future.

The lesson we had to learn and the time consumed in discovering that we did not have proper organization or "set-up," and in finding the type and form of organization best fitted to the peculiar character of the work in the various bureaus and departments, should not be lost. In most instances the form of organization established by business men and some live progressive military men in cooperation with each other is structural, sound and capable of quick expansion and of equally quick

evaporation after the passing of the emergency.

It is now understood that a bill contemplating the reorganization of the War Department and of the Army and to make permanent much of the modern business methods introduced under the authority of the Overman Act, is shortly to be presented to Congress. This bill will undoubtedly have for one of its objects the retention, in structural form at least, of all the good features and form of organization as developed in the different bureaus and departments. If this bill is passed, as undoubtedly it will be, its successful operation by the military in time of peace will only be as productive and efficient as the working and operating heads who may be selected to control and direct the business of those departments are competent and experienced.

Here as in everything else it will make no difference how good in theory or in form the "set-up" may be, the "human equation" will be the deciding factor as to whether the plan is a success or failure. The plan will be just as productive and efficient as the men who comprise the directing organization. In other words, there should be present some requisite other than military title in selecting and appointing men to head the divisions, branches and sections of this new organization. In order to insure the success of the plan men of specialized knowledge of industrial and commercial problems which are bound to be ever present must be the guiding heads. Therefore, ability and capacity to meet new problems in a new way irrespective of departmental precedent will here mean success just as it does in our modern industrial concern. This war has proved men enough, regardless of rank, so that efficient heads may easily be found.

The Little Brown Tyke Back Home

I 'aven't no missus, nor kiddies—not me—
No 'uman folks at all,
To mind if I went West, y'see,
In any bloomin' brawd;
But there's a little brown tuppenny tyke
Waitin' an' watchin' for me!
I pay an ol' Dame for keepin' the same,
An' appy to pay 'er fee.

That little brown tyke back in Blighty,
y'know—
Well, you never did see 'is beat!
'E's a chunky chap, an' studded low,
But when I'd look up the street
'Twas just a little brown streak I'd see,
'Ofootin' to say "Hello!"
When I'd come from the shop—an' e couldn't
aff stop,
E'd get to goin' so!

An' that's wot I'm lookin' ahead to see,
Now this ere war is won.
It's shortened a footsore march for me,
Under a broilin' sun;
It's cartened me up to stand 'ip deep,
In a trench wot 'adn't no drain,
Or to take an 'and in No Man's Land,
Through the mud—an' Fritzie's rain!

Oh yus—I "defended the Right," or right,
An' I did it 'early, too;
But the ope that sweetened up that fight,
I don't mind tellin' you,
Was the ope of a little brown tuppenny tyke,
Comin' orl 'ighty-tighty—
An' 'ell nuzzle my cheeks—an' I can't
speak—
That little brown tyke—e's Blighty!

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Broadhurst	The Melting of Molly	Bright musical show	Nora Bayes	Ladies First	Cheerful nonsense
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Empire	Dear Brutus	Barrie charm	Vanderbilt	The Little Jour-	Judge
5th Street	The Net	New melodrama	Vieux Colombier	Washington, The	Character comedy
Century	Lightnin'	Delightful character play		Man Who Made Us	Fine acting in French
Globe	The Canary	Corking good musical show	Belasco	Tiger! Tiger!	Frances Starr French spice
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Chairman Hurley's Bold Undertaking

Continued from page 266

The London *Daily Mail* did not overlook the fact that there had been considerable increases in British seamen's wages during the war. "These increases," it was asserted, "will, of course, facilitate an approximation of the American standard rate, and it is certain that improved conditions as to hours and conditions will necessarily follow."

The most extreme critics of Mr. Hurley's suggestion failed to realize the extent to which the war had wiped out the divergence of American and British standards. In the first place, the British policy of utilizing in large volume low-cost Japanese, Chinese and Hindu labor on their ships had been changed considerably. Both ship-owners, and officials realized that the future of the empire would be safer if their ships were manned by a larger percentage of their own citizens. Replacement of Chinese and other Eastern seamen by Britishers during the war necessarily forced up the rates of pay, with compensating returns in increased efficiency.

The British shipowners, however, do not believe that these rates can be maintained in peace times, although wages will be necessarily much higher than before the war. The viewpoint of British shipowners was summarized by Mr. Author B. Cauty, one of the managers of the White Star Line, who said: "The British shipowners have done and are doing a great deal to improve the conditions of their crews afloat. It is not reasonable to suggest that because America fixed its pay according to the cost of living the same scale should be fixed in Great Britain, where cost of living is much cheaper. We have to compete with maritime countries, and unless we can do so economically we stand to lose our position in international shipping."

No one had expected that such a plan as Mr. Hurley's could be consummated except over the opposition of British shipowners. It is equally certain that no such plan can be realized as long as it is presented in the guise of an effort to relieve American shipping from a financial disadvantage. The discussion has been focused on wage standardization which is, of course, more vulnerable to criticism than the other element of the plan underlying the standardization of living conditions and hours of labor. This is a matter which cannot easily be brushed aside. It must not be forgotten that representatives of seamen from all parts of the world will meet in London, February 24, to consider questions affecting their interests.

In the meantime Mr. Furuseth, arriving at Paris to represent American seamen, appears to have given up any anxiety as to the maintenance of American standards. "The effect of the American Seamen's Act has been to bring up wages to the standard of American seamen everywhere except among the Oriental countries," Furuseth said at Paris, and he added,

The act also is steadily improving living conditions not only on American ships, but on others. The British basic wage is now £12 a month, to which the Government adds a bonus of £3, making a total practically equivalent to our wage of \$75 a month. We have reason to believe the American peace delegates will steadily oppose any effort to turn the seamen back to old conditions. They appreciate they never will make America a maritime nation unless wages and life at sea are in keeping with American ideals of human rights. They couldn't get crews otherwise. On the other hand, any nation wishing to attack America's growing marine power naturally would strike at the Seamen's Act, hoping to nullify our shipbuilding success by making it impossible for us to man our ships. That is the view of the American nationalists. Fortunately, it accords with the seamen's interests.

We know that the British Government has been supplied by its consuls all over the world with data showing how the American Seamen's Act has brought up wages in each port. We know the greatest pressure has been exerted on the British Government by British shipowners to obtain international legislation emasculating the act. We have been told that Premier Lloyd George would "rescue" the British shipowners from the effect of the act. It may be that our informants were only expressing the hope, but the seamen must be on their guard.

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Watching the Nation's Business

By BASSETT BLACKLEY

LESLIE'S WEEKLY Bureau, Washington, D. C.

Silver Chevrons

SILVER chevrons signifying service in the American army on this side of the Atlantic have suffered by comparison with the gold insignia of the overseas forces. This is unjust and regrettable, particularly in the cases of many able and specially trained men whose duty clearly lay in the difficult but vital tasks on this side of the water. "There is no rivalry of merit," says Secretary Baker, "between the soldiers who were obliged to perform their services here and the soldiers who performed theirs abroad. They were all soldiers, and the first maxim of the soldier's calling is that he does his duty to the best of his ability where those charged with the responsibility of final direction designate his duty to lie. That errors are made in those designations goes without saying, and it may very easily be that some men went abroad who might better have served at home, and that some served at home who could have served abroad with greater skill, but in the exercise of an impartial and uncolored judgment as was possible in the War Department, the best interest of the nation was always the guiding principle, and as the result of our judgment a very large number of officers of the Regular Army of large experience were designated to do duties in this country. I, perhaps more than anybody else, am qualified to speak with authority of the splendid spirit with which those orders were accepted, the superb energy, skill and devotion with which those duties were performed. The history of this war when it comes to be written will at first be largely concerned with battles, but later, in order to round out the perspective it will have to give full weight to the important and indispensable work which was done here."

The National Guard's Vindication

President Wilson was never more bitterly assailed than when he accepted the new army bill of 1916 retaining the National Guard as our second line of defense. Congressional critics and national defense propaganda organizations declared that the National Guard was weak, shot through with politics, and that it would prove an insecure structure under the searching tests of actual service. No institution ever achieved more glorious vindication after criticism than did the National Guard in this war. The celebrated Rainbow Division has immortalized itself threefold. Of the total of Distinguished Service crosses and medals awarded by General Pershing and the President, a very large proportion have gone to officers and men of the National Guard. They have not suffered in any way by comparison with men of the Regular Army or of the other armies with which they cooperated. And they were greatly superior to the Huns, which was really all that mattered.

Self-Determination in the Philippines

After loyal war service, the Filipinos now ask that this Government apply in their case one of the major principles for which the war was fought. The Philippine legislature has adopted a resolution stressing the American principle that peoples deserving to be free be liberated and allowed to establish, free of hindrances, a government of their own choosing. It was decided to send a commission to the United States with the aim of obtaining the establishment of a completely independent government. The commission was delayed at the request of the United

States, presumably because other and more important matters commanded the attention of the President and his advisers. Governor-General Harrison, however, calls attention of the American Government to the grave importance of this matter. The hostilities having now ended with the victory of American arms and ideals, he says that "the Filipino people, which demand of its representatives these final steps, is earnestly desirous to establish its own independent government, not alone as the only fitting culmination of its efforts on behalf of its ideals of liberty and democracy, but also as a practical corollary of the principles of self-government enunciated by the President of the United States in his war messages." An American Congressman has asked: "How can we talk of self-determination for others and refuse it to the Filipino?"

Shipbuilding in Japan

The shipbuilding industry has enjoyed great prosperity in Japan since the outbreak of the war. Greatly strengthened by this development it is now an active bidder for the great mass of foreign business inevitable during the reconstruction period. The Yokohama Chamber of Commerce Journal shows that 65 steamers aggregating 103,000 tons were launched in the first half of 1918; an increase of 36 vessels over the corresponding period of the previous year. The estimated total for the year 1918 is over 400,000 tons. The limitation upon Japanese shipbuilding was placed by the supply of materials. The United States furnished some steel in exchange for vessels to be constructed. Now, however, the Japanese are steadily developing new sources of supply in China, and the Imperial Government looks forward to a much greater output of shipbuilding in the present year.

Reform in the Civil Service

Civil Service reformers are directing attention to a new development in Congress regarding clerk hire. The House has voted to increase each member's allowance from \$2,000 to \$3,200, provided that no part shall be paid by any member. Heretofore each member has been allowed \$2,000, paid to him directly. He could dispense it as he saw fit, partly to necessary employees and partly to members of his own family who came to Washington with him to live. Thus it has been stated repeatedly that the clerical assistants of Congressmen were not public employees, although paid out of the public treasury. The House decision to pay the clerical allowance directly to their employees is heartily endorsed as a business-like move, and it is being insisted now that the Senate maintain the standard.

A Picturesque Senator

Senator Sherman's utterances have a distinctive flavor. He is bitter and at times rancorous, but always outspoken and challenging. In this sense his personality is refreshing even to persons who absolutely disagree with him on public questions. The Senator from Illinois has now announced his intention to withdraw from Congress at the end of his present term in 1921. He states that his health is not good. He is also becoming deaf, which is a handicap in the Senate. His intention is to resume private practice. His retirement will further signalize the gradual alteration of the complexion of the upper house of Congress from its former picturesque colorfulness to the less interesting and sombre tone of the House of Representatives.



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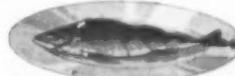
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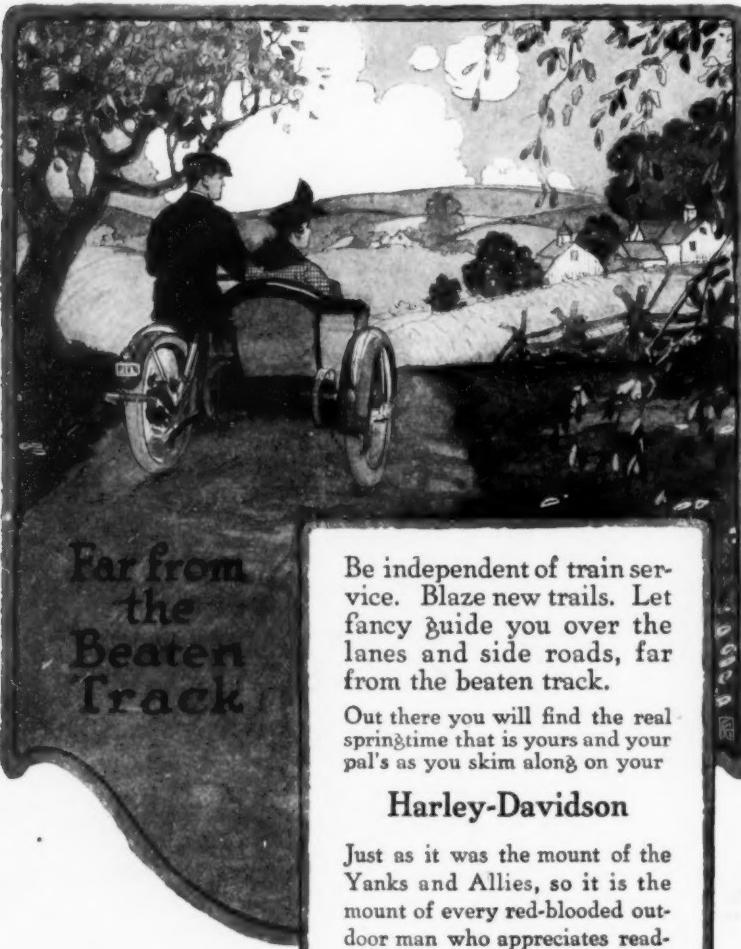
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A Final Peace Settlement: When May It Be Expected

By DANIEL C. KNOWLTON

ONE day in January, 1711, an unknown man presented himself at the door of the French Minister of Foreign Affairs, at Versailles, and asked for an audience. He proved to be a former servant of one of the French Ambassadors to England who, on the termination of his years of service to his master, had taken up his residence there.

When he left Versailles he bore with him a letter which, had it been intercepted, would have been found to contain merely an exchange of greetings in courteous vein between certain persons in high authority in the two countries. An English poet—famous in his day and generation—brought back to the writer of the note an answer signed with the initials of no less a person than Her Gracious Majesty Queen Anne of England.

Such were the means, such the agencies, through which peace negotiations were opened which terminated one of the greatest wars in history, a war in which France, like Germany in 1914, sought to make herself dictator of Europe, a war which had dragged one after the other of the great states of western Europe into its dreadful vortex.

Marked contrast this to the ending of the present epoch-making struggle! Will it present the same marked contrast to this in the present moves to secure a general pacification? For dreary years followed this opening of negotiations, interspersed with fighting, before a general pacification was attained, in spite of the fact that by October, 1711, England and France had agreed upon the terms which should be imposed upon the rest of Europe. Three months later a general peace congress assembled at Utrecht (twenty miles away from the residence of a certain William, Count Hohenzollern), but fifteen months passed before this body completed the sheaf of treaties which were to fix the relations between the great powers of western Europe, until they were torn up or modified a generation later by the great struggle which heralded the advent of Prussia. In other words, altogether two full years elapsed between the visit of the unknown peace herald and the affixing of the signatures of Spain and Portugal to the final treaty of the War of the Spanish Succession on February 6, 1715.

But the world had really made some progress by this time, for in the first great epoch-making struggle of modern times—that which helped to set the seal of French ownership on the disputed Alsace-Lorraine territory—seven years elapsed between the first peace overtures and the final signature of the great body of international arrangements concluded at Osnabrück and Munster in 1648. Hostilities continued almost to the end of the period and mediators were present at the peace table to place their good offices at the disposition of the main disputants. Six folio volumes were the results of their labors, but when the map of Europe is examined it is difficult to understand the long-drawn-out character of the proceedings or the difficulties which beset their path. The peace which was first heralded in 1641, only to be consummated in 1648, came after thirty years of fighting, reducing great sections of Germany to a no man's land. The tradition of the Thirty Years' War will linger long in German history.

And yet both of these struggles are so far removed from our own day in point of time that they seem to throw but little light on the question now uppermost in the minds of many as to when we may expect a definite treaty of peace. The world, however, has only witnessed comparatively few such colossal tests of strength and of principles as the great War of 1914. Paral-

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lels, if any, to the present situation can only be drawn from a few wars, the two struggles already mentioned, the Seven Years' War (1756-1763) and the wars with Napoleon.

In the seven-years-long struggle which was waged between France and Austria on the one hand, and England and Prussia on the other, in which the destinies of North America and Asia hung in the balance, the defection of England, in 1760 from her ally Prussia seemed to point the way to peace as did that of Russia in 1717. It was not until the death of the Czarina of Russia, a bitter enemy of Frederick the Great, two years later, that he was able to come to terms with one of his opponents, and to secure a treaty of peace on May 5, 1762. Preliminaries between France and England, the main contestants for world supremacy, were not signed until November of that year and these were not converted into a definite treaty until February 10, 1763. There thus elapsed a full year between the first treaty concluded and the final adjustment of their differences.

When the Napoleonic Wars closed, the questions at issue seemed to demand the calling of a great peace congress. This met as the result of a summons issued by those allied powers who had finally succeeded in blasting Napoleon's ambitions for universal empire, by invading French soil in the spring of 1814. By June 9, 1815, they had completed the pacification of Europe and had readjusted its sadly dislocated boundaries. This was eight months after the envoys had assembled at Vienna, but it does not really represent the time consumed in peace negotiations. For Napoleon's abdication was followed a few days later by the provisional Treaty of Fontainebleau, concluded April 11, 1814, which was the forerunner of the Congress of Vienna. If, therefore, the total time consumed in reaching a general plan of pacification be taken into account, fourteen months elapsed before the Final Act was signed in June, 1815.

The interval between this great congress and the present war has been marked by two interesting peace congresses. These were both ushered in by war, but by wars which could not possibly be compared in importance with those already named. They met to discuss problems of a most perplexing nature and in the case of the last one, the Congress of Berlin, which met in 1878, did much to fix the general current of European and world development to 1914.

It will be noted that these struggles offer much that is in direct contrast with that which has just closed. For example, an agreement had usually been reached between the main parties to the struggle even before delegates were selected to sit at the peace table. Again the negotiations before and during the sitting of the delegates were carried on secretly. The tangled threads were held by a very few persons. Democratic control of diplomacy was an objective of which no one dreamed. Special and dynastic interests were matters of paramount consideration.

The present experiment—for such it must be regarded in the realm of diplomacy and in the settlement of international difficulties—will be followed with the greatest interest. What might otherwise appear as trivial and unimportant will take on peculiar significance as the delegates wrestle with what are apparently the greatest problems ever brought before an international congress. It is not to be expected that problems of such magnitude will be satisfactorily adjusted without a considerable amount of time spent in deliberation, preceded by frequent exchanges of views on the part of the many interests involved. This may be a matter of months, possibly of years. Of one thing we may be sure, that no matter what may be the demands upon the time of the delegates, a conscientious effort will be made to effect a settlement of such a nature that the nations concerned will not find it necessary to come together soon in new conferences to correct mistakes, or to avert a new world conflict.



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but also because politicians will find out that this is the policy that will win the voters.

I look for less of the appeal to classes, less of the truckling to the farmer, to labor, or to any other class vote and more to a broadminded policy that will deserve and win the strongest endorsement of a vast majority of the American people.

This is why I believe that the outlook for business in every direction is better than the pessimists think. Note what Judge Gary said of the steel and iron business. Note what President Shedd, of Marshall Field & Co., of Chicago, says of the retail dry goods business, which is always a barometer of the purchasing power of the people. Note what President Bush, of the Brown Shoe Co., of St. Louis and New York, says of his line of business, namely, that "Fundamental conditions in the shoe and leather business are very strong. There is no large supply of either hides or leather. The European countries are short. Hides and leather, due to price-fixing on the part of the War Industries Board, did not reach the abnormal prices reached by some other commodities."

Labor unrest is being met by a most liberal and conciliatory spirit on the part of our industrial leaders. Nearly all of our labor troubles are due to foreign workmen and not to those with American blood in their veins. The latter are bound to exert their supremacy and this makes our labor condition infinitely superior to that which is disturbing Europe.

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I am among those who believe that "The best is yet to come" and that holders of prime securities who have patience will reap their reward.

C., SACRAMENTO, CAL.: I think well of S. O. of California.

K., HEMPSTEAD, TEXAS: Cosden and Swift & Co. stocks, especially the latter, are attractive speculations.

S., FORT COLLINS, CO.: Sinclair Oil has a fair outlook, but the established dividend-paying oil stocks are better for investment.

W., PITTSBURGH, PA.: Your list of cheap oil stocks is highly speculative. My preference would be for a few shares of any of the high-class dividend-paying oil companies, rather than a lot of the cheap speculations.

S., SARANAC LAKE, N. Y.: At present Railway Steel Springs common, a dividend-payer, looks better than Corn Products common, which has not yet paid a dividend.

M., PITTSBURGH, PA.: The prospects of Mother Lode Copper are not brilliant. Okmulgee is in the doubtful class, but it might be better to hold than to sacrifice at half-price.

B., MCKINNEY, TEXAS: It might be advisable to divide and diversify your investment of \$4,000 by taking a few of each of the stocks you name. American Tel. & Tel. looks safer now than Beth. Steel 8 per cent. pfds.

N., BUFFALO LAKE, MINN.: I do not advise purchase as an investment of the stock of the Waterproof Products Corporation. Invest in dividend-payers of the highest class, which always have a market in case you need to sell.

C., URBANA, ILL.: I doubt if the industrial common stocks, like American Woolen common, can continue their present rate of dividend due in large part to war orders, and, if not, they can be hardly expected to maintain their war prices.

S., BELLEVILLE, ILL.: The copper stocks are now in a most uncertain position. Copper is declining and unless wages decline accordingly present dividends can not be maintained. You can not expect 15 per cent. safely on any investment.

D., EL PASO, TEX.: Mining stocks are not "safe investments," but only good or bad speculations. Kerr Lake and United Eastern are among the better class of mining issues, but there is no present indication of a marked advance in their market prices.

New York, February 15, 1919 JASPER

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The rapid development of the Pacific Northwest has brought much prosperity to its municipalities. Bonds issued by these towns make a good yield and are highly regarded. Circular A-2819, containing a full description of these securities, will be sent to any applicant by the Northwest Trust & Savings Bank, Seattle, Wash.

First mortgage certificates, guaranteed, bearing 5½ per cent., and based on improved New York real estate, are offered by the First Mortgage Guarantee Co., Long Island City, New York. The certificates are in amounts of \$25 and upwards, and are a legal investment for trust funds. Write to the company for its explanatory booklet "L."

A high legal rate of interest makes it possible for G. L. Miller & Co., S-1017 Hurt Building, Atlanta, Ga., to offer 7 per cent. first mortgage bonds free from Federal Income Tax up to 4 per cent. They are secured by a large apartment house. Investors should obtain from Miller & Co. their booklet, "Miller Service," and descriptive "Circular 150."

Among the interesting topics discussed in the semi-monthly "Securities Suggestions" are the prospects of three promising low-priced oils, the future of the oil industry and the question of railroad control. This helpful publication will be sent, on request, to any investor writing for "Circular D" to R. G. Megargel & Co., 27 Pine Street, New York.

Those who can see clearly through the railway muddle are aware that there are still railroad securities attractive for high yield and safety. Facts enabling one to pick out these issues are given in Babson's Reports, issued by Babson's Statistical Organization, Wellesley Hills, Mass. For free particulars, apply to Department K-28 of this widely known organization.

An income of \$60 per year from an investment of \$1,000 in a non-fluctuating security with a high degree of safety seems sufficiently attractive to the conservative investor. The above return is made by the first mortgage serial bonds, safeguarded under the Straus plan. These bonds mature in from two to ten years and are well secured. To obtain literature describing them write for circular B-903 to S. W. Straus & Co., 150 Broadway, New York.

Circular M-4, "Partial Payment Suggestions," issued by John Muir & Co., specialists in odd lots, 61 Broadway, New York, contains interesting information regarding these baby (\$100) bonds: Anglo-French 5's, Southern Pacific San Francisco Terminal 4's, New Haven 6's, Virginian Railway 5's, and American Tel. & Tel. 5's. It tells how these issues rank and how they may be bought on the partial payment plan. Muir & Co. furnish the circular free.

The prosperity of the Cities Service Co., which controls 75 public utility subsidiaries and 27 oil producing and handling subsidiaries, renders its preferred stock attractive. It may be had now at a price to yield 7½ per cent. The company earned the preferred dividend five times over in 1918. Dividends are paid monthly, and monthly statements of earnings are made. For complete information get circular LW-100 from Henry L. Doherty & Co., 66 Wall Street, New York.

The 7 per cent. preferred stock of the Carbo-Hydrogen Co. of America is being offered at a price to yield 7.15 per cent. by Farson, Son & Co., members N. Y. Stock Exchange, 115 Broadway, New York. Purchasers of 100 shares receive 25 shares of common as a bonus. The Carbo-Hydrogen Co.'s earnings in 1918 were about 6 per cent. on common, after payment of preferred dividends and fixed charges. Circular "L" detailing the merits of this investment may be had on application to Farson, Son & Co.

The National City Company, National City Bank Building, New York, is one of the strongest and most responsible houses dealing extensively in bonds, short-term notes and acceptances. Not only has the company commodious offices in the metropolis, but it also has correspondent offices in 33 of the leading cities of the United States. It employs experts of the first class in all its departments and these are competent to pass sound judgment on any class of security and to give reliable advice to investors. The company's facilities are unsurpassed. It invites consultation, either by mail or by personal visits to any of its offices.

Investors seeking sound bonds and notes at attractive prices and making good yields may obtain valuable assistance from the bond department of the Guaranty Trust Co. of New York, 140 Broadway, New York. This department has a large and diversified list of bonds and investment notes which it recommends. It aims to suit individual requirements. The services of the department are available through the company's offices in New York, its correspondents in various cities and through the mails. The company will send to any investor, on request, its monthly booklet, "Investment Recommendations."

Investment Recommendations

THE booklet of investment offerings published every month by our BOND DEPARTMENT is of interest to bond buyers of all classes:

- those seeking investment for private funds;
- those having trust funds to invest;
- those who buy for financial and other institutions.

This booklet lists and describes various Government, municipal, railroad, public utility, and industrial bonds and notes yielding from about 3½% to about 7%.

We have purchased these securities for our own account, and recommend them for investment. Some have attractive tax-exemption features. While all of these bonds and notes may be purchased in \$1,000 denominations, some are also available in denominations of \$500 and \$100.

We invite you to consult us regarding selections best suited to your requirements, and shall be pleased to furnish statistical and other information concerning sound investment securities.

The current issue of *Investment Recommendations* will be sent on request, together with our booklet *An Organization for Investment Service*, describing the facilities at the command of investors through our BOND DEPARTMENT.

Guaranty Trust Company of New York

140 Broadway

FIFTH AVENUE OFFICE
Fifth Avenue and 43rd Street

MADISON AVENUE OFFICE
Madison Avenue and 60th Street

LONDON: 32 Lombard Street, E. C. 5 Lower Grosvenor Place, S. W. PARIS: Rue des Italiens, I and 3

Capital & Surplus \$50,000,000 Resources over \$700,000,000

"CHESTERFIELDIAN"

the dictionaries tell you, is a term applied to persons distinguished by elegance of manners, and is derived from Lord Chesterfield, the author of a remarkable series of letters to his son designed to instruct him in those graces of deportment and those mental and conversational accomplishments that win instant recognition in every walk of life.

LORD CHESTERFIELD'S LETTERS TO HIS SON ON THE ART OF BECOMING A MAN OF THE WORLD AND A GENTLEMAN

is a book by an author who proved the soundness of his teachings by his own distinguished career as a social and political leader. Not dreaming they would be printed, the writer of these familiar epistles gives free rein to his piquant wit, and if he is occasionally broad in his expressions, it was the fashion of the time. Racy, deliciously flavored with the spice of high society of the Georgian Period, these brilliant letters by a wordly-wise father to his son covering the period of his childhood, his boyhood, his youth, and his mature manhood, have a hold on popular interest as great today as when first published.

Two Big De Luxe Volumes—Unabridged and Unexpurgated
The only Edition Extant Containing the Rare Juvenile Letters for which \$40 was paid for a single copy at a recent auction sale—432 letters—Models of Familiar Epistolary Style—Rich in the knowledge they display of books, men—and women.

The regular price for the set is \$8.00. We will send the two volumes, charges prepaid, on receipt of \$5.40. Only a limited number obtainable at this price. MONEY BACK IF NOT SATISFIED.

BRUNSWICK SUBSCRIPTION CO.
226 FIFTH AVENUE
New York City

74th ANNUAL REPORT NEW YORK LIFE INSURANCE COMPANY

346 Broadway, New York, N. Y. (Organized under the Laws of the State of New York)

To the Policy-holders and the Public:

Any intelligent man knowing that he must immediately go to war would take any life insurance policy, for almost any amount offered by any responsible company at any reasonable price.

It gives us all something of a shock to realize that the deaths in our army during this unprecedented war just closing have recently been surpassed many times over by the epidemic deaths in everyday life.

Influenza, we are told, up to January 1, 1919, had already killed as many young and vigorous persons in the world generally as were killed by bullets and disease in four and a half years of the war.

The wisdom of an adequate surplus in life insurance is now demonstrated. The folly of New York State in imposing a severe limitation on surplus—against which this Company especially protested in 1906 and since—is also demonstrated.

Through a period of years the mortality of all soundly conducted companies, in spite of influenza and other unforeseen calamities, will in all likelihood come well within the tables; but we now understand that incidents can arise through which mortality may temporarily exceed the provisions of very conservative assumptions. It is comforting to know that neither war nor influenza can make any material difference to you as a member of this Company, because as against such startling incidents this Company long since made abundant provision.

From this there are two fair deductions:

First—INSURE—there are just as many and just as sound reasons for insuring your life during days of peace as there are for insuring during times of war.

Second—insure in companies that have aimed above all things to achieve safety. In these days SAFETY sounds better than CHEAPNESS.

Our mortality up to the outbreak of influenza promised to be, in 1918, about 61% of the mortality provided for in the premiums; it was actually 95% of the expected. If this epidemic persists during 1919 your so-called dividends may be reduced in 1920; they remain substantially unchanged in 1919.

New Business of the year, chiefly from the United States and Canada.

The largest new business in the Company's history

Received in life insurance premiums		\$340,000,000
Paid policy-holders:		
Death claims	\$35,000,000	
To living policy-holders	62,000,000	97,000,000
<small>We bought so many Liberty Bonds during the year that we were obliged to borrow from the New York banks.</small>		
Our statement shows, on that account, Bills Payable		22,800,000
December 31, 1918, we owned at par Liberty Bonds aggregating	70,000,000	
Bonds of the Allied countries, issued since the war began	30,000,000	
Total war bonds owned		\$100,000,000

The Balance Sheet Follows:

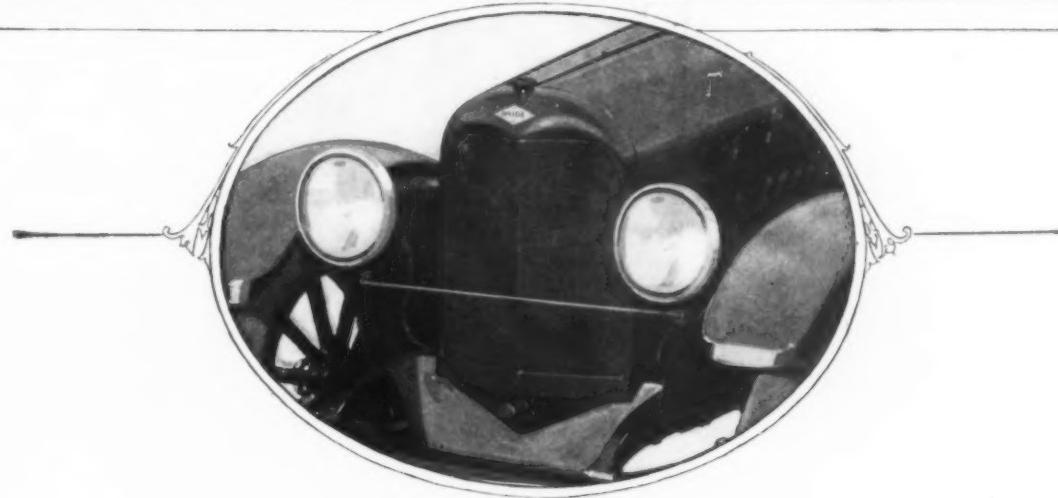
DARWIN P. KINGSLEY, President.

Balance Sheet, January 1, 1919

ASSETS		LIABILITIES	
Real Estate	\$13,449,600.00	Policy Reserve	\$756,695,852.00
Loans on Mortgages	166,053,804.71	Other Policy Liabilities	29,571,149.56
Loans on Policies	155,114,802.36	Premiums, Interest and Rentals prepaid	4,515,533.09
Loans on Collateral	718,550.00	Commissions, Salaries, etc.	3,876,245.98
Liberty Bonds	69,791,491.96	Borrowed Money and Accrued Interest thereon	22,863,879.44
Bonds of the Allied Countries issued since the war began	30,968,201.77	Dividends payable in 1919	32,637,614.13
Other Bonds and Stock	508,957,595.13	Reserve for deferred Dividends	100,893,328.00
Cash	21,242,580.17	Reserves for other purposes	44,033,682.66
Uncollected and Deferred Premiums	13,647,771.41		
Interest and Rents due and accrued	15,105,402.62		
Premiums reported to War Risk Insurance Bureau under Soldiers' and Sailors' Civil Relief Act	15,344.02		
War Savings and Thrift Stamps	22,140.71		
Total	\$995,087,284.86	Total	\$995,087,284.86
INCOME, 1918		DISBURSEMENTS, 1918	
Premiums:		Payments to Policy-holders:	
On New Policies	\$13,971,187.19	Death Losses	\$35,070,157.61
On Renewed Policies	91,806,610.15	To Living Policy-holders	62,629,698.59
Annuities, etc.	4,360,997.80		\$97,699,856.20
Interest and Rents	\$110,138,795.14	Paid to Beneficiaries under instalment contracts	863,872.00
Money borrowed to increase Company's subscription to Fourth Liberty Loan	\$41,500,876.98	Paid to Agents and for Agency Expenses, Medical Fees, etc.	12,896,633.22
Other Income	24,000,000.00	Taxes, Licenses and Insurance Depts. Fees	2,255,320.50
	3,246,707.28	Borrowed Money repaid	1,320,000.00
Total	\$178,886,379.40	Other Disbursements, including Real Estate Expenses and Taxes	7,664,525.08
		Added to Ledger Assets	56,186,172.40
		Total	\$178,886,379.40

Policies in force Jan. 1, 1919, 1,360,433

Insurance in force Jan. 1, 1919, \$2,838,829,802



PAIGE

The Most Beautiful Car in America

A National Friendship

THE greatest single asset of the Paige-Detroit Motor Car Company is the good will of the American people—the very positive friendship of an entire nation.

We are conscious of this friendship every hour of the working day. Some of it is expressed in an obvious form—the persistent demand for our product. But much the greater volume is subtle and quite beyond our power of exact definition. None the less it is an active force, and through it the Paige plants have doubled, trebled and quadrupled their productive capacity.

After all is said and done, the true test of any manufactured product is its ability to make and keep friends. Spectacular sales effort may create a temporary illusion of success for even an inferior commodity. But

the good sense and discernment of the American public will always prevail.

With unerring judgment it separates the wheat from the chaff—accepts the really worthy product—and rejects the imposter. It places its friendship only on a basis of Respect and Confidence.

And now—upon the threshold of a glorious new year—we pledge ourselves to foster and cherish this friendship which has been bestowed upon us.

So long as Paige cars are built, we shall jealously guard the quality of every ounce of material that goes into their construction.

So long as Paige cars are sold, we shall be sensible of our obligation to the American people and accept our full measure of responsibility.

PAIGE-DETROIT MOTOR CAR COMPANY, DETROIT, U. S. A.

PRINCE ALBERT

the national joy smoke

TALK about indoor and outdoor sports, there isn't anything on the merry-making-map that digs under your ribs so deep and so continuously cheerful as taking a fall out of a pet pipe or a makin's cigarette every little old now and again *when you have Prince Albert for packing!* For, with P. A. for a pal you cry quits with tobacco troubles, and, you lay back and have the tip-top-time of your life on every fire up!

You certainly don't have to dig-deep-down to find the answer! For first hand facts blow into the nearest place that sells tobacco, *get the goods*, fill up your old jimmy pipe, strike a match—and—breeze a bunch of P. A. smoke into your system!

You'll get wise to something so all-fired-happy-and-new about *tobacco quality* and flavor and fragrance and coolness that you'll pick-on-yourself why the dickens you didn't sail into a flock of tidy red tins longer back than you can call off hand!

You can't afford to let such super-smoke-sunshine pass by—tobacco with such alluring more-ish-ness.

tobacco free from bite and parch! For, you should know Prince Albert is made by our exclusive patented process that cuts out bite and parch. Test it to the limit on the tenderest tongue you've heard about, if you want to get the earmarks of a pipe or home made cigarette revelation!

You'll find Prince Albert awaiting your howdy-do everywhere tobacco is sold. Toppy red bags, tidy red tins, handsome pound and half pound tin humidor—and—that cleverest of containers, the classy crystal glass pound humidor with sponge moistener top that keeps the tobacco in perfect condition.

Read this bit of real and true testimony all over again—*then beat it for some P. A.!*



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by R. J. Reynolds
Tobacco Co.

R. J. Reynolds Tobacco Co.
Winston-Salem, N. C.